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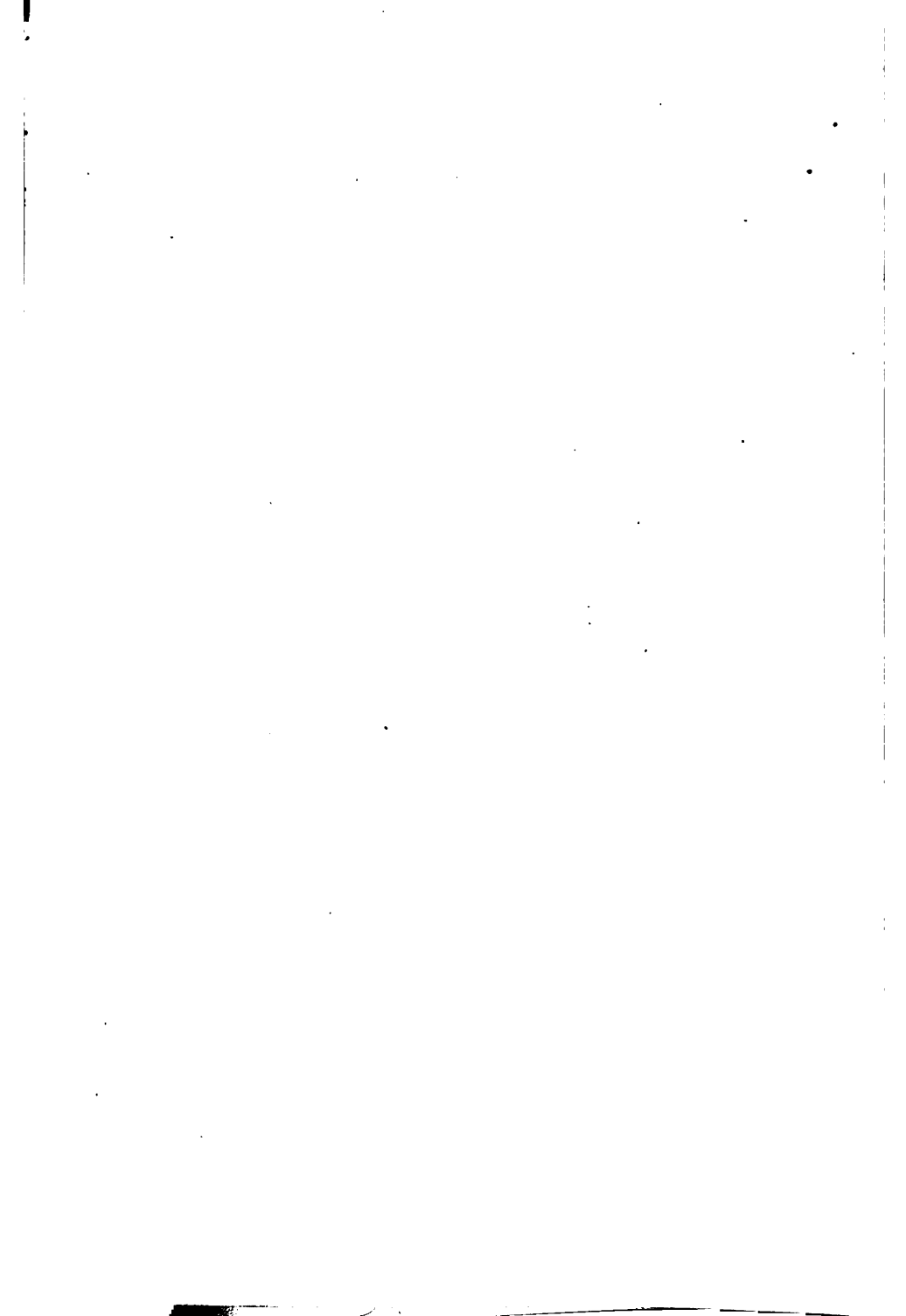
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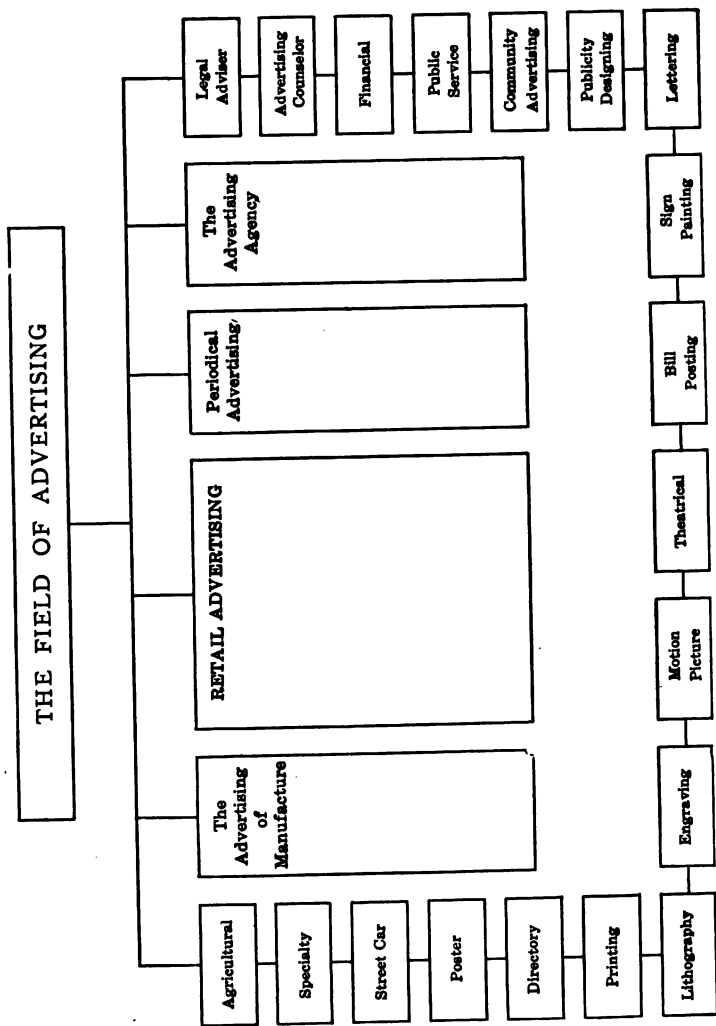
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MAJOR AND MINOR DIVISIONS OF THE FIELD OF ADVERTISING

ADVERTISING AS A VOCATION

BY

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New York

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PREFACE

It is the purpose of this volume to show the nature, the growth, and the probable future of advertising as a department of the business world, the divisions and extent of the field, the many kinds of mediums employed to reach the buying public, and the various opportunities for employment to be found in publicity work, from the highest positions down through the business routines. Especial emphasis is placed upon the demands made upon the individual, the conditions generally recognized as necessary for success, and the rewards that may be found in this vocation,— or the more vital facts that should be known by the vocational counselor, the parent, the young man or young woman, and the boy or girl who wishes to know whether to enter the occupation, or to prepare for it in the school and college courses recently established.

It is, then, our purpose to present clearly the important facts that characterize advertising as a vocation. Many books by advertising men, of the highest authority in divisions of the field or in the general field, have been written on the various phases of advertising, for the conduct of business and for persons already engaged in it. Yet none of these books presents it distinctly as a calling to be desired by some or avoided by others of the young workers of the world.

Advertising is here treated as a business, rather than a profession, in keeping with the generally accepted divisions of the occupations,— manual, mercantile, and professional,— and in conformity also with the classification made by the Federal Government. Accounting in business is clearly a profession; and, aside from the art department, the higher positions in advertising, such as those of manager, director, solicitor, and copy writer, are semi-professional and demand an increasing degree of training and specialization. On the other side the occupation verges upon the trades of the printer and engraver. It is a wide field of greatly varying nature and opportunity.

The plan in preparing this study has been to present the modern conception of advertising as a public service, its development from earlier times down to the present, and the other large natural divisions that mark the occupation, in consecutive chapters, down to the ethical demands now made upon it by the business world.

In books on advertising the usual distinctions are, "sellers of space," "sellers of advertising," and "buyers of advertising," following the divisions of medium, agent, and advertiser. It is not thought best, however, in presenting advertising as a vocation rather than as a business, to follow this classification. Yet the divisions of the field here made are those recognized in the main by advertising authorities. There are manufacturers and dealers who must advertise, and the many managers and workers, including the modern agencies, who must perform this service. There are

the numerous forms and methods of publicity, and the many mediums through which news and announcements about merchandise or various other things must be presented to public attention, for the purpose of increased sales. The division of the periodical mediums, for example, here made is that of Mr. Earnest Elmo Calkins, an eminent authority, in his recent book, "The Business of Advertising," and in part that of the American Newspaper Publishers' Association, the leading organization of its kind.

This book has been written as the result of investigations into the various divisions of the field, in factory offices, store, agency, public service corporation, or sign shop, and interviews with persons in all grades of the work. The material was gathered by the author while serving the Vocation Bureau of Boston, the precursor of the Harvard Bureau of Vocational Guidance. All available authorities and sources have been consulted at every step in the undertaking, and the material has been submitted to advertising managers and others in its preparation and in its final form. So that while the study has been made, from an impartial outside viewpoint, solely to show the occupation as it really is to-day, it nevertheless presents the consensus of opinion of representative advertising and business men.

Hearty acknowledgment for coöperation, suggestion, and substantial aid in the preparation of this book is hereby made to the following persons and organizations:

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INTRODUCTION

FEW people have an entirely neutral attitude toward advertising. The business by its very nature compels interest and this interest speedily drives one either into bitter enmity or violent championship.

A serious handicap to the constructive expansion of advertising has been the violent partisanship aroused by the various phases of the business. It is a grave question whether a correct appraisal of advertising as a factor in modern business has been retarded more by ignorant denunciation or by ignorant championship. One of the great needs of the advertising business is that the universal interest in it should be more intelligent. This is equally true whether the interest concerns itself with advertising as a factor in distribution, or with advertising as a means of livelihood.

As a factor in distribution, advertising essentially is a means for making known to consumers the nature of goods offered for sale and their adaptability to the consumers' known or possible wants. In many cases it is the cheapest and most effective means available for minimizing or actually reducing the losses involved in bringing about an accurate adjustment between problems of production and problems of consumption. The true nature of advertising is being appreciated but slowly outside the ranks of what may be called

"advertising men." But notwithstanding the slowness, this appreciation is unmistakably spreading year by year. The time will come, perhaps not soon, but nevertheless surely, when even those most unfamiliar with the real operations of advertising will be forced to recognize it as a useful and economical marketing device. This recognition is so sure to come that the friends of advertising can afford to be patient and mild, though persistent, in their championship. Nothing will hasten the appreciation of the true value of advertising so much as the spread of a real and accurate knowledge of what the work of advertising is, and how this work is done.

As a means of livelihood or as a "calling," advertising is an alluring field. But the business is so variously subdivided that the newcomer in it frequently finds himself at a loss to know how to make progress. The avenues of entrance into the business are bewildering. A score of advertising men, if asked to give their views as to the best means of entering the business, would probably give at least a score of separate answers. One would argue that the best entrance into the business is through the solicitation of advertisements for a daily paper. Another would contend with equal vigor for some form of agency work. The probabilities are that the novice going into the business by any one of these entrances would soon find himself at a loss to know how he could get ahead either in his own line of work or in some other phase of advertising which might appear to him more attractive than that to which he had at first been drawn. Not only

are the entrances into the business bewildering, but the course of progress is devious, and the necessary training for advancement is exacting and complicated. Moreover, the opportunities for securing the necessary training are not adequate. In most departments of advertising the daily work is done at high pressure and there is not sufficient provision made for helping those who are ambitious for advancement to get from the performance of their daily work the sense of proportion which is necessary for consistent advancement.

The task before the writer of this volume is mainly the arousing of a more intelligent interest in the business of advertising as a calling. The book aims to set forth some of the main points which must be considered in attempting to appreciate advertising as a business just as various publications which have appeared during the last four or five years aim to present a clear statement of the place of advertising as a factor in distribution. It ought to be of distinct service in helping one to choose that side of the advertising business to which his talents are best adapted. It ought to be valuable in suggesting means for preparing for a line of work once chosen. It ought to serve a useful purpose, also, in assisting any ambitious person engaged in advertising as a vocation to choose a well-defined goal within the business and to work toward it consistently.

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ADVERTISING AS A VOCATION

CHAPTER I

THE NEW CONCEPTION OF ADVERTISING: SERVICE TO THE PUBLIC

The Old Conception. Formerly advertising was a feature of business of interest mainly to the person who had merchandise to sell, or to the newspaper or magazine that might profit by printing the advertisement. The manufacturer could sell his product but slowly in most cases without sending out advance information concerning it, and the storekeeper or other retailer felt compelled by self-interest to make his wares known by every possible means. The periodical press gradually readjusted itself to the changing conditions and demands of business and thereby gained a new and important means of revenue. The following chapter, on "The Growth of Advertising," reviews this long period of advertising and of trade development, the two expanding steadily together. The buying public was regarded chiefly as a source from which money could be drawn by enticing and frequently misleading and false statements about articles of merchandise. This fact has become so fixed in the public mind that even the most conservative and legitimate forms of

publicity have often suffered from the disfavor brought upon this division of business by advertising methods in the past.

The Changing View. Within recent years, however, with the changing ideas upon community service, marked by modern philanthropy, the new education, and growing coöperation in the business world, a new conception of advertising has arisen. The progressive merchant no longer thinks merely of a certain volume of business to achieve, a definite profit upon his investment, or the fame of leading in his line in the trade of the community. *He has come to realize that the buyer is entitled to know the truth about the goods which are offered for sale, that fair prices and substantial values, with honest statements in advertising, bring the best good to both buyer and seller.* Many of the most worthy and successful manufacturers and merchants of recent years have built their success upon this principle. These are the conservative men of trade, in reality men of progress and leadership, men who set the standard for publicity and business methods.

Advertising, Therefore, a Service to the Public. Advertising holds its place unquestionably side by side with the news of the day. As the news gatherer and publisher strive to collect and disseminate reliable and accurate information about current events, about the world of men and things, so the modern advertiser tries to inform the reader where to find the most desirable merchandise most easily and at the right prices. And the average reader, the busy worker hurrying to

his factory or shop in the morning, the home maker who has but a limited time to spend at the store, and all who must buy with a strict economy of time and money are consciously indebted to the honest advertiser of the necessities of life. His service to the individual and to the community should be computed not only in dollars and cents but in terms of contentment and prosperity. He contributes to the general welfare. Moreover he has a high duty so to contribute, as has the lawyer, physician, or other professional man who lives by the patronage of the community and who must give his best service in return, under recognized ethical standards.

Moreover, the service of advertising is not confined to the world of trade. There are innumerable good causes which must ever depend upon the best and most skillful methods of publicity for their success and usefulness to mankind.

CHAPTER II

THE GROWTH OF ADVERTISING

The Advertising Age. This is the age of advertising. The custom itself is as old as barter and trade. The occupation, however, has become important within a generation and has achieved its greatest growth within the last ten years. A generation ago an advertising campaign was comparatively rare, and the expenditure of a considerable amount of money to inform the public of merchandise for sale was viewed with wonderment and suspicion. Now a publicity campaign is regarded as an essential adjunct to selling, and the advertising manager is held responsible with the sales manager to secure the business for which a firm exists. He builds up an elaborate organization of trained workers and establishes a system that challenges modern business by its progressive spirit and ideas.

No formal definition of advertising, or publicity, as it is less frequently called, has yet been accepted by the occupation. Simply stated, advertising is the means taken to attract attention to an article or service that is for sale. By this we mean not the false and dishonest methods of unprincipled men and companies that have marked publicity, especially in its earlier stages, but the fair and honest statements put

forth by those who are selling reliable merchandise to an intelligent and thinking public. Advertising consists in setting before the buyer the plain news of articles of manufacture and commerce. It presents the world of business to the public mind. We are to think of it, then, as a legitimate and necessary development of modern business, and still in the expanding stage. It is an uncharted field whose exploration belongs to us in the present volume.

The terms "advertising" and "publicity" are both in use, often with little distinction; frequently, however, large business concerns use the newer term, publicity, to include all means and features by which a firm appeals to the public, and the older term, advertising, to indicate the more direct and usual forms of seeking trade through newspapers and other mediums. Thus a firm may have both a publicity manager and an advertising manager under him.

The Public Crier. The public crier or herald was known among all ancient peoples. He announced to the public official proclamations and important coming events. The herald was sent from city to city with messages of timely interest and from the earliest times his person was held inviolate. Later, tradesmen were allowed to cry out sales of their merchandise upon the streets or at their shop doors. In the Middle Ages this was a part of the duty of an apprentice.

The "town crier" is well known as a useful official in Colonial times in this country.

To-day the crying out of wares upon the street is confined mainly to the huckster and the newsboy.

The Early Shopkeeper's Sign. The small shops or stores of American Colonial days had not the elaborate painted signs of the present time. Many of the people could not read, even if sign painting had been the custom. The shopkeeper set up over his door, where the passer-by could easily see it, a wooden or metal figure made in imitation of the article sold within, at a time when tradesmen dealt almost entirely in single or limited lines of merchandise. Thus a shoemaker hung up a wooden boot, a hatter a hat made from a piece of stove pipe,—whence the name, “stove-pipe hat,”—and a tobacco dealer stood the wooden figure of an Indian before his door. The well-known barber's pole is the most conspicuous sign of this kind now in use.

Public houses especially followed the custom of the early hanging figure or sign. “The Red Lion Inn” and “The Green Dragon Tavern” are well-known names in Colonial history.

Announcement by Handwriting. In ancient times, before the invention of printing, announcements of property for sale and notices of coming events or matters of public interest were often made in writing, on convenient spaces on the walls of buildings or in public places. Hence the origin of the modern poster and bulletin board, following printing.

Even now many a trade-mark or distinctive part of an advertisement stands in the handwriting of the proprietor of a business or the manufacturer of an article of merchandise.

The Invention of Printing. In the modern sense

advertising arose with the invention of printing which made possible the multiplication of announcements, in the form of the poster, handbill, and circular. The first handbill of which we have any evidence was printed in England in 1480, but it took two centuries for printing largely to displace handwriting.

In recent times printing has become in a thousand-fold sense the servant of business and industry, speaking to the world of every form of human activity. Popular education has advanced and general intelligence has increased. Newspapers and magazines have entered the homes of the people everywhere, and more truly than in any former age, "Of the making of many books there is no end."

The Power of the Printing-Press. An excellent summary of the service of printing to the world is given in the following model advertisement of the printing-press sold by a well-known manufacturer:¹

I AM THE PRINTING-PRESS

I am the printing-press, born of the mother earth. My heart is of steel, my limbs are of iron, and my fingers are of brass.

I sing the songs of the world, the oratorios of history, the symphonies of all time.

I am the voice of to-day, the herald of to-morrow. I weave into the warp of the past the woof of the future. I tell the stories of peace and war alike.

I make the human heart beat with passion or tenderness. I stir the pulse of nations, and make brave men do brave deeds, and soldiers die.

¹ From "Newspaper Advertising." G. H. E. Hawkins. Advertisers Publishing Co.

I inspire the midnight toiler, weary at his loom, to lift his head again and gaze, with fearlessness, into the vast beyond, seeking the consolation of a hope eternal.

When I speak a myriad of people listen to my voice. The Anglo-Saxon, the Celt, the Hun, the Slav, the Hindu, all comprehend me.

I am the tireless clarion of the news. I cry your joys and sorrows every hour. I fill the dullard's mind with thoughts uplifting. I am light, knowledge, and power. I epitomize the conquests of mind over matter.

I am the record of all things mankind has achieved. My offspring comes to you in the candle's glow, amid the dim lights of poverty, the splendor of riches; at sunrise, at high noon, and in the waning evening.

I am the laughter and tears of the world, and I shall never die until all things return to the immutable dust.

I am the printing-press.

English Newspaper Advertising. Advertising made some progress in the weekly and irregular sheets that passed for newspapers in the seventeenth century. The attitude, however, of the newspaper of the time toward advertising is indicated by the following which appeared in the *London Gazette* in 1666:

"An Advertisement — Being daily prest to the Publication of Books, Medicines, and other things not properly the business of a Paper of Intelligence. This is to notifie, once for all, that we will not charge the Gazette with Advertisements, unless they be matters of State; but that a paper of Advertisements will be forthwith printed apart, and recommended to the Publick by another hand."

This is supposed to be the first use of the word "advertisement" in a newspaper.

The first daily paper, the *Daily Courant*, was published in London in 1709, and two more appeared in 1724. Others followed, and all were used as a medium for informing the public of merchandise for sale. But the English public was conservative, publishers were jealous of the reputation of their papers, and the Crown levied a tax upon advertisements from 1712 to 1853. Thus advertising in England is essentially a modern practice, as it is in other European countries as well.

American Periodical Advertising. Advertising in this country has followed the development of the American newspaper, magazine, and other periodicals. The first American weekly paper of importance was the *Boston News Letter*, which was published in Boston in 1704. The first American daily paper, the *Pennsylvania Packet, or the General Advertiser*, appeared in 1778, and the *New York Independent Gazette* in 1787. The circulation of these papers was limited, and the *Boston News Letter* after forty years had only three hundred subscribers. Such papers carried simple advertisements of a local nature in a slowly increasing number. American business and industry expanded after the Revolution, but not through any marked use of publicity, rather because they were thrown upon their own resources and the demands of the times were many and urgent. After the Civil War, however, with a wider diffusion of information, a larger extension of business interests through the various states, and an increasing number of periodicals of all kinds, advertising made more rapid progress,

until recent years have seen it established as an essential and prime factor of modern business.

For thirty years after the establishment of magazines in this country, or until after the Civil War, little use was made of them for advertising purposes. The fact that they were distinctly periodicals of literature ruled out publicity material as foreign to their pages and detracting from their merits. After the war, however, they gradually yielded to the demands of business and printed the announcements of merchandise of the better sort, such as was likely to appeal to their readers without giving offense. The small profits of such early publicity have given way to the fabulous sums received by the leading magazines at the present time.

The chief revenue of the periodical press to-day comes from advertising rather than from circulation.

The Railway and Business Expansion. The great manufacturer, the business magnate, the traveling salesman, the advertising manager and advertising agent, all belong to the same era, following the Civil War period and culminating in the present. Up to this time most lines of manufacture were small and supplied the local markets. Goods were manufactured in limited quantities, as they could not be easily distributed over long distances. National or wide advertising was little known because national distribution was impracticable. With the extension of the railway system, so that the manufacturing center was in touch with the most distant community, all was changed. Men began to advertise more widely and

to enlarge production. Traveling salesmen went on the road and the modern era of "big business" was ushered in.

Science and Invention. The great advance in scientific discovery and method and in invention and the increasing use of machinery, from the middle of the last century on, had a corresponding influence on manufacture and trade. Newspapers multiplied and newspaper advertising received a new impetus. Many individual articles of merchandise, such as patent medicines, toilet articles, and mechanical appliances, became through advertising the foundations of great modern business enterprises. The kodak, the moving picture, and the automobile are later examples of the phenomenal advancement and influence of science and invention.

Science and invention, increasing manufacture and trade, modern needs and modern life, and all the means of progress in the dissemination of information and in the distribution of merchandise, have contributed to usher in the present great era of advertising.

The Amount of Money Annually Expended in Advertising. The amount of money spent each year in advertising in this or in other countries is entirely problematical. Records have not been kept as in other lines of business, and it is often hard to tell where publicity ends and selling begins. The reputation of a firm, built up by long years of honest dealing, is its strongest asset to bring continued trade, without such expenditure as the newly established firm must put out. The progressive retail firm, that counts care-

fully all items of outlay and income, in its annual budget of expense may give to advertising an average of two per cent. of the expected sales of the year. Businesses that reach the public only or mainly by publicity may spend much more, perhaps eight or ten per cent. of sales desired. On the other hand a banking institution, which has scarcely more than to open its doors to admit business, may expend only a fraction of one per cent. in circulars, pamphlets, and brief announcements in the public press. Thus the total volume of business does not on the whole indicate the proportion spent in publicity activities.

All sorts of estimates have recently been made, with the great expansion of the field, upon the total expenditure in the United States each year,—ranging up to more than \$1,000,000,000. Yet the expenditure must have passed that figure as far back as 1909, according to the Federal census. The census then gave the aggregate amount of money spent for advertising space in periodicals as \$337,596,288. This is usually taken as one-third of the total amount spent in advertising. The remaining two-thirds is expended through other mediums such as street-car cards, billboards, bulletins, printed matter, and in the form of commissions paid to advertising agents and salaries paid to workers in advertising departments.

At the present time the total annual expenditure in this country probably approaches \$2,000,000,000. The latest and most authoritative figures upon a leading division of the field, periodical advertising, have

lately appeared in the *Fourth Annual Report of the Committee in Charge of the Bureau of Advertising to the American Newspaper Publishers' Association Convention*, April, 1917. The statistical statement of the Bureau's report follows:

Statistics compiled by the Bureau at the close of 1915 showed an average increase of ten per cent. over 1914 in national advertising carried by newspapers. This percentage of increase represented about five million dollars, bringing the total amount of general advertising carried by newspapers in 1915 up to \$55,000,000.

In 1916, it is estimated that newspapers gained about thirty-five per cent. in general advertising over 1915, so that slightly more than \$75,000,000 was spent by national advertisers in our medium last year.

Gains were scored during 1916 by the newspapers' nearest competitors,—the magazines, which, with the exception of the weekly publications, showed a loss for 1915.

The largest gains in the magazine field during last year were made by the weeklies, whose lineage showed a twenty-seven per cent. increase over the previous year. Women's publications came next with a twenty-six per cent. increase while the group commonly referred to as "class publications" had a twenty-five per cent. increase.

General magazines, which group includes the largest classification of national publications, showed an increase of fifteen per cent.

In the magazine field it is evident that advertising is being largely concentrated in a few of the big weeklies and in the women's publications. The weeklies show the largest gain for the first quarter of the new year.

Comparing the money value of business gained by newspapers and magazines in 1916, we have about \$9,000,000 for the magazines as against \$20,000,000 for the newspapers.

Figures compiled by the Bureau for the first three months of 1917 indicate that, large as the increase was in 1916, gains in business continue this year. For the first quarter ended March 31st, an increase of sixteen per cent. over a corresponding period in 1916 is shown by the Bureau's investigations.

CHAPTER III

THE MEDIUMS OF ADVERTISING

An advertising medium is the organ or vehicle by which information about goods for sale is placed before the public. The medium may be a newspaper or magazine, which goes into the homes of the people, a handbill, which is given out on the street or in a public place, a poster, which is put up where passers-by are likely to see it, an electric sign, meant to compel attention at night, or a store window in which articles or merchandise are attractively displayed and their merits or prices set forth. The medium is the visible means used by the advertiser for attracting prospective customers.

The Four Chief Classes of Mediums. For working purposes, following the classification made by Earnest Elmo Calkins in "The Business of Advertising," advertising mediums may be divided into four leading classes,—Newspapers, magazines, street cars, and billboards. Some authorities would add trade periodicals and direct mail advertising as separate divisions, but a broad use of the term "magazine" may include them, and each is treated in its nature and function in the following chapters. Any division is inexact. The weekly newspaper, for instance, may merge into the magazine, and the billboard includes

all stationary forms or mediums of advertising. The term "mural advertising" is suggestive but has not yet come into general use.

Premiums are often given by dealers and firms to secure business, and are thus of the nature of mediums.

The Number of American Periodicals. In the up-building of the country after the Civil War, and down to the present time, no line of development has been more marked than that of the periodical press. It has been the guide and assistant in every line of progress, and has flourished in every form, from the high-class literary magazine to the typical trade paper. The American public has become distinctly a reading public, and the United States the greatest field of advertising in the world.

The Thirteenth Census of the United States gives the number of periodicals as 22,141; while Ayer's Directory for 1914 gives the total number as 22,862. Some of these have a circulation of only a few hundred copies; many of them are printed in the hundreds of thousands for each issue; and a few have a circulation of over two million each.

The nature and opportunities of periodical advertising are treated at length in Chapter VI.

The Newspaper. From its nature the modern newspaper is the most widely used means of advertising. It outnumbers all other mediums. It reaches all the people of every community every day or week in the year.

Kinds of Newspapers. First in importance stand

the metropolitan dailies, or the papers usually having morning, or evening, and Sunday editions, in the large cities. Then come the daily papers of the smaller cities and towns, frequently with a single daily edition and somewhat limited circulation. The third division is the country weekly paper, which usually circulates in a single community or section. The weekly, however, may be classed with the magazines, and is so treated later in this chapter.

The Metropolitan Daily. In the quantity of advertising material carried, in the value of merchandise represented, and in the number of people reached every twenty-four hours or oftener, the metropolitan daily paper is the chief means of advertising in this country. It is the medium used most largely by the department stores, specialty stores, and the general trade of the cities and larger towns.

In the same way the daily paper of the smaller community serves the needs of local advertising.

The Magazines. As used in advertising the term "magazine" has a very loose application. It includes publications which have a wide or "national" circulation, issued at weekly or longer regular periods, and containing more or less material meant primarily for instruction and entertainment.

Frequently a publisher issues several magazines, thus reducing the costs of production and duplicating subscription lists in part at least. In such cases the advertising carried by the various periodicals is handled by a single department.

Magazines stand next to newspapers in importance in the field of advertising. For many manufacturers and advertisers of special articles or high-grade merchandise magazines, indeed, constitute the chief field. They carry mainly what is termed "national" advertising as distinguished from "local." They conduct highly organized publicity departments and also sell space extensively through the usual agencies in the various cities and centers of commerce and industry.

The following is a working classification of modern magazines from the viewpoint of the advertiser:

The standard magazines,

The women's magazines,

Children's magazines,

Weekly papers,

Agricultural papers,

Religious papers,

Mail order papers,

Class and trade papers.

The Standard Magazines. The term "standard" is applied to the well-known magazines of a general character and of high literary quality, such as *Harper's Monthly Magazine*, *Cosmopolitan*, *The Review of Reviews*, *The Outlook*, and *The Saturday Evening Post*. Most of the standard magazines are monthly publications.

The Women's Magazines. These magazines have attained wide circulation and prominence in recent years, by catering to the many interests of women and by genuine and high service to every phase of women's needs and ambitions. They range from periodicals of

literature, art, and fashion to those for women in the working world and in the home.

The Children's Magazines. The children's periodical is less conspicuous than formerly. Two well-known examples, surviving out of the wreck of less sturdy young people's papers and magazines, are *The Youth's Companion* and *St. Nicholas*. This lessening importance is due to the gradual and general addition of children's departments in women's magazines, in the religious papers, and in the Sunday editions of the modern daily papers.

The Country Weekly. The country weekly is "the home paper" of the rural community. The weekly newspaper outnumbers all other publications, about 14,000 being printed in this country at the present time. This number is made possible by the fact that the country publisher can buy his paper, for the printing of his newspaper, with one side of the sheet already printed. The material so bought consists of general world news, illustration, advertisement, and fiction. The rest of the paper carries the usual local news. Six thousand four hundred such newspapers are now published. They are called "coöperative" and are in the main of a lower grade. They indicate the partial loss of individuality in the country publication.

The business of supplying "ready-prints," as the partly printed sheets are called, to country newspapers is very extensive, and is in the control of a few large syndicates. There is also a "plate" business, by which columns of matter in stereotyped form are sup-

plied to the larger newspapers, for use upon the same page or in the same issue as matter set up in the local offices.

Country papers formerly carried considerable cheap and questionable advertising, such as that of the patent medicine and of the dishonest investment scheme. At the present time they carry a better class of advertising, chiefly of the mail order houses and of local business firms. The general tendency in all publications in late years has been toward an improved and more legitimate advertising. Many publications, indeed, assume responsibility for the truth of advertisements appearing in their columns.

An Estimate of the Possibilities of Country Advertising. The possibilities of country advertising, through the ordinary weekly and the agricultural paper which properly constitute a large division of the trade papers, are very great. The latest estimate is the following quotation from a recent address on "Agricultural America" by Hugh McVey, advertising counselor of *Successful Farming*, Des Moines, Iowa:

FARM PROPERTY DOUBLED IN TEN YEARS

In the year 1850 the total value of all farm property in the United States was less than five billion dollars. By 1900 this had increased to twenty billions. Now comes a most remarkable statement. In the next ten years it doubled, reaching forty billions in 1910 and is still going up. This means that, in view of the fact that there has been only a small increase recently in the number of farmers in the United States, each farmer is worth almost twice as much as he was 10 or 15 years ago. The value of the farm crops in 1899, which was an

average year, was less than three billion dollars. In 1909, also an average year, the value of the crops was almost worth six billions. A similar advancement was made in the value of live-stock during this same period.

Naturally the farmer increased in importance as a buyer during this period. His development was not due alone to increased desires, but was largely based on the fact that he has considerably more money to spend. He is not wasting his money in buying automobiles, because he can afford them. He is not bankrupting himself by building fine homes, because he has the money to pay for them. Some alarmists fear for the financial safety of the country, believing it may be over-balanced by the extravagance of the farmer. These figures quiet such fears.

INFLUENCE OF THE FARM PAPERS

Most of these new purchases, automobiles, building material, toilet preparations, musical instruments, etc., have been advertised in farm papers and their great increase on the farms in recent years accentuates the influence of the farm paper with the farmer, especially since those that have been most heavily advertised have had the greatest sale.

The farm paper is ideally adapted for the peculiar needs of various advertisers. The small advertiser can start in a state farm paper and spread out as his sales increase. Many of them have done this and later have grown to be national advertisers and sellers of a tremendous volume of merchandise to farmers. The state or section farm paper is also adapted to the needs of the advertiser who cannot cover all of the United States, but must confine his sales operations to certain states. They are also of value to the manufacturer who, although covering the United States with the big national mediums, desires to hit heavily some one territory.

The Religious Paper. Religious papers carry less advertising at the present time than formerly, owing

to the competition of well-known papers and magazines of wide or national circulation. The advertising of the religious press is confined mainly to books and denominational matter. As these papers become less denominational and more completely secular,—as some of them are now becoming high-grade secular magazines,—their outlook as publicity organs greatly improves.

The Official Publication. There are various publications of fraternal and benevolent organizations, such as lodges, clubs, and labor unions. Such an organ has necessarily a limited circulation but usually carries more or less local advertising.

The Mail Order Paper. The advertisements of single articles sold through mail orders, and sent directly from the dealer to the customer, such as books, have long appeared in the columns of the standard newspapers and magazines. The opposition, however, of the local retail dealer and of the manufacturer who wishes to keep the trade of that dealer, in large measure has barred the advertisements of the modern mail order houses from the public press. This has made possible and necessary the publication of special mail order papers, which are widely used by such houses. These houses usually also issue catalogs at regular periods and some of them conduct what are practically mail order papers, sent regularly to the homes of customers.

The mail order paper generally carries a little low-grade fiction, some miscellany, and a large quantity of advertising.

The Class or Trade Paper. Class or trade periodicals are publications devoted to particular trades or occupations and are of interest almost solely to people concerned in those trades. They are issued weekly, semi-monthly, monthly, and sometimes quarterly. They circulate both locally and nationally, according to the extent of the industries they represent and the nature of the information which they carry in their columns. A large division of these papers is agricultural, dealing with general farming or with special features of farm activity.

Some of the trade papers are printed on newspaper stock and make no claim to being high-class publications. Others, however, are artistically printed on high-grade stock, are well edited, and are really trade magazines.

The trade paper usually carries considerable advertising material dealing with its particular industry or field.

The better grades of "trade journals" are of great influence in the fields of business and industry and in the professions. They present the progress and accomplishment of every line of effort and news of every innovation and discovery. They are authoritative, and are the only reliable sources of information in the fields which they represent.

The Street Cars. The third division of advertising mediums is that of the street cars. Within a generation street cars have come into use in all cities and larger towns, and they are found on lines between villages in many country districts. They provide an

excellent medium for both national and local advertising, with the certainty that an advertisement will be seen and read by the very people for whom it is meant.

The profit of street-car advertising is so great that space in all cars is allowed for it above the seats in clear view of passengers. The cards used measure regularly eleven by twenty-one inches, and each is practically a poster. The printed matter on such a card must be short, and the most elaborate designs and illustrations, in black and white and in color, are regularly used. Sometimes the cards used by a particular company carry a series of advertisements or statements in prose or verse.

The advertising carried by the street cars is handled in this country by a few large companies or syndicates organized expressly for that purpose, "The Street Railways Advertising Company" of New York controlling all but the street cars of New England and a few cities elsewhere. New England is controlled by another company.

The advertiser deals directly with the advertising company and not with the street-car management. He must usually take a card in every car running in a locality, or in every other car, and for one year's time, or at least for six months. The cost is reckoned at so much per card each month and the rates vary according to the number of passengers carried in the different localities. Preference is given to national advertising rather than local, the latter being used regularly only when space allows it. The amount of space

used by each advertiser and its time of running are checked up by the street-car company.

The Billboard. The fourth main advertising medium is the billboard. Primarily this is a fixed stand upon which paper posters are displayed. Painted signs, electric signs, bulletins, posters, and advertising material fastened up on the walls of buildings or on trees and fences, for example, out of doors or in public places, are included in this division.

In the larger centers of population there are companies owning billboard stands. Usually such companies lease unoccupied or waste land along lines of travel and erect permanent stands, upon which they sell space to advertisers, both national and local.

The billboard is measured by the sheet of twenty-eight by forty-two inches, and the advertisement is charged for both by the sheet and by the year. Very elaborate painted signs are found in many places, especially in the cities, with attractive lighting effects at night.

There has been strong opposition to the erection of billboards in or near public parks and in suburban districts. It is claimed that they disfigure the landscape, distract attention from the beauties of natural scenery, commercialize public property, or turn private property to an objectionable use. Local taxation of billboard space, assessed upon the owner of property so rented, has been proposed as a means of lessening the present extensive use of billboards in places where public sentiment objects to their appearing.

In the large cities billboard advertising is a very important field, and is regularly used by theater managers and promoters of important events and measures and of political campaigns.

Other Advertising Mediums. There are various other forms in which advertising material is brought to public attention. The distinctive feature of these mediums is that they are local. They are mainly as follows:

The Theater Program. Frequently an advertiser provides the program of a theatrical performance free of charge in return for its use as a medium for his advertisement. Sometimes a publicity organization controls the programs of many theaters and sells space. The same method is sometimes followed with the programs of private or public entertainments and athletic games.

School and College Publications. There is usually considerable local advertising found in the papers and magazines issued by schools and colleges, with a comparatively small amount of national or foreign advertising.

Directories. Increasing advertising use is made of directories of population, business, and the telephone. Not only do the lists of these publications serve publicity purposes, but they also carry ordinary advertisements in their pages and on their covers.

Advertising Novelties. Advertising novelties include the many small and useful articles which bear printed information and are given away by advertisers for the sake of gaining good will and future trade.

Such articles include calendars, blotters, pencils, rulers, fans, and sample packages of breakfast foods.

Window Display. Window display is the most conspicuous form of advertising used by retail trade, and is treated at length in the following chapter on "Retail Advertising." In window decorating numerous display devices are employed. Manufacturers of articles of merchandise that are to be displayed on counters or in store windows quite regularly nowadays provide ornamented and labeled boxes, stands, cards, and other material to make the merchandise attractive and to state its price and the name of the manufacturer.

Associated with mediums, yet not strictly classified with them, are two important means of advertising, the "trade-mark" and the "catch-phrase."

The Trade-Mark. The trade-mark is used very generally in business, especially with permanent or long-established firms. Sometimes it is merely the name of the manufacturer, the firm, or the article of merchandise; sometimes it is a modification of the name, or an entirely separate term. It is used to attest the genuineness of goods and it often forms the central and most striking part of an advertisement. It is of high value in business.

The Catch-Phrase. This is usually a terse, euphonious expression conveying the gist of an idea or the most striking characteristic of an article of merchandise. It becomes associated in the public mind with an important fact or idea, with an article itself, with a manufacturing company, or with a firm doing business. The phrase "Stop, Look, and Listen," so familiar at

railway crossings, is said to have netted its originator \$6,000.

The Emblematic Figure. A figure or group of figures, such as children or animals, is frequently used in advertising to suggest the conspicuous or desirable qualities of articles of merchandise. Many of these have become very well known and are of high financial value. The emblematic figure may be classed with the trade-mark and catch-phrase. It is the most conspicuous form of illustration.

Advertising makes very extensive use of illustration in connection with the various mediums as a means of catching the attention more quickly and effectively than by the printed word. Local and national advertisers now make considerable use of the moving-picture film.

Samples. Instead of employing the usual forms of spreading information about goods for sale, many firms distribute samples of merchandise, free when the cost of each is low, and upon approval or to obtain orders when the cost of manufacture is considerable.

The traveling salesman of a manufacturing company carries a full line of samples, and manufacturers sometimes send out trunks containing such lines, routing them from one retail dealer to another. These trunks are frequently called "silent salesmen."

CHAPTER IV

RETAIL ADVERTISING

The Advertising of the Small Retail Store. The small store which draws its custom from its immediate neighborhood, in a rural community, in a small town, and in the less important retail section of a city, does not advertise extensively. Its problem is a comparatively simple one. It arranges its wares attractively in the store and displays novelties and special bargains in the store windows; it often uses wrapping paper bearing the name of the store and the nature of its merchandise; it prints circulars and mails them or has them distributed to the homes of its customers and to prospective buyers; it inserts advertisements, usually of a simple nature and low cost, in the local, weekly, and daily papers; it sometimes conducts contests in which customers are allowed to vote in stated matters, and frequently arranges special periods of bargain sales. The total cost of such advertising is a much smaller percentage of the business proceeds than is found in the case of the larger and more progressive stores. In the small store the proprietor, manager, or other capable person, with or without office assistance, usually takes entire charge of the advertising of the business, frequently in addition to other important duties. In such a store a young person having ability

to do advertising work may be of special value to his employer and may receive training that will lead to successful service in the modern advertising office of a larger business concern.

The Advertising of the Large Retail Store. The advertising of the majority of the larger retail stores at the present time is conducted under a comparatively simple organization. There are found usually an advertising manager, an assistant, copy writers and clerks, window dressers, artists, and office boy. Many stores use only four or five people in the department and the advertising manager may be the head of another department of the business or have other important duties as well as those of advertising. In some cases stores carry a small force in this department through making use of the established advertising agencies in their locality.

The publicity work of most modern and progressive stores, however, is carried on under a form of organization which becomes each year more highly developed, and is rapidly increasing in importance in the conduct of retail business. In the following paragraphs an account is presented of the work of advertising under such an elaborate organization, representing, perhaps, the ideal which is being worked out in modern business. Following this account will be given the important facts concerning the positions in a large retail advertising department.

The Importance of Retail Advertising. The importance of retail advertising is so great, and its opportunities so many, that the description of work in

the various positions given in this chapter will not be repeated in the following chapters. Planning, constructing, and circulating an advertisement, with their accompanying routines, are substantially the same in the several fields of manufacture, wholesaling, retailing, and, on the other hand, in the work of the agency and the periodical publicity department.

The following quotation from "The Business of Advertising," by Earnest Elmo Calkins, well states the relative importance of retail advertising and indicates the nature of most of the books so far written upon advertising in general:

Outside of specific instances, such as unusually successful retail advertisers, the great bulk of retail advertising is comparatively unimportant. This means that the individual advertising is not very good and is frequently very unsuccessful. Taken as a whole, however, the retail advertising in this country is the largest and most important advertising done.

The importance of retail advertising depends upon the number of people engaged in it. There are not more than a thousand national advertisers, large and small, while there are hundreds of thousands of retail advertisers. It is on this account that most of the books written about advertising have been books devoted to the especial problems of the retailer. There have been more than a dozen of these books, no one of which does more than to touch upon the subject of general advertising, if it does that. A book produced with the intention of helping general advertisers only would have a small sale. The great majority of advertising books have been written to make money and, therefore, have been sold on the theory that they are helpful to the retailer — and they generally are.

The Policies and Plans of Retail Advertising. The policies of retail advertising are generally determined

by the heads of the business or by the board of managers, rather than by the advertising manager alone, since they involve the standing and success of the concern in the community. The policies fix the place of the advertising department among the other major departments, the amount of money to be spent, the mediums through which it shall be spent, the methods of advertising, and the general attitude of the concern toward the buying public.

It is necessary to have definite plans in advertising and they must be in keeping with the general policies of a store. They are laid out by the head of the advertising department and usually for certain periods or seasons. They must be formed well in advance of the fixed sale period so that actual advertising may be done in proper season. Some stores divide the year into two six-month periods and conduct their advertising largely in two campaigns, one in the spring, for spring and summer, and one in the fall, for fall and winter. The later method, however, resulting from the desire to keep the volume of business as steady as possible through the year, is to make advertising continuous. Thus it falls more definitely into monthly periods, and no especially marked campaign of publicity results. In some cases the periods followed are the four seasons of the year.

The plans of the advertising manager must usually be approved by the store management before being put into effect.

The policies and plans of advertising in the retail store are rarely committed to writing. The responsi-

bility for maintaining them and putting them into effect rests upon the publicity or advertising manager.

The buyer of each merchandise department of the store makes up his department plans for advertising as a basis of the plans of the advertising manager, who must in turn approve them. The buyer must have his merchandise secured and must furnish samples of merchandise, with cost and selling prices, and all other necessary information, to the advertising departments.

The Amount of Money to Be Spent in Retail Advertising. Foremost in importance among the plans is the amount of money to be spent in advertising. It is usually based upon the amount of sales to be expected, estimated from those of preceding years of corresponding periods, as the safest means of determining future sales. Consideration must be made, however, for new goods, improved merchandising, the maintaining of prestige, business expansion or curtailment, and natural changes in a community.

Thousands of small stores, of course, spend comparatively little money to make their business known and to attract customers to their counters. A liberal estimate for the amount of money spent in advertising by the great majority of stores in the larger towns and cities would be, probably, less than two per cent. of the estimated coming sales. Some stores spend a larger amount, but few, outside of the great city specialty and department stores, spend more than five per cent. Such stores use about two per cent. of the advertising allowance through the medium of news-

papers, and about three per cent. in other forms of advertising.

The Apportionment of Money Used in Retail Advertising. The amount of money set aside for advertising by a retail firm is usually apportioned, first, in six or eight divisions as follows:

- Advertising department pay roll,
- Newspapers,
- Circulars,
- Posters,
- Window rental,
- Decorations,
- Signs,
- Fixtures.

This division must be properly maintained and supervised by the advertising manager, either personally or through assistants.

Another division of the appropriation is made by calendar, allowing a certain amount for each month, season, or six months' period.

The appropriation is divided still again by groups of merchandise, or by store departments. Thus each department is allowed a certain small per cent. of the total advertising money of the store, to advertise the goods of that department.

Statistics of what stores are spending in advertising have recently been gathered from twenty-one department stores in various parts of the country and published in *Practical Retail Advertising* for September, 1916. The table follows:

STATISTICS DERIVED FROM REPORTS OF 21 DEPARTMENT STORES

Department		High	Avg. %	Low	Department		High	Avg. %	Low	Classification of Advertisement Sub-Heads				High	Avg. %	Low
Art Needlework ...	4.	1.56	.03		etc.		5.	2.48	.03	Daily Newspapers	2.94	2.03	1.3			
Bedding	3.4	2.22	1.2		Notions		3.5	1.52	.02	Weekly Newspapers, city			
Books	5.3	2.55	1.6		Optical		13.7	4.27	1.8	Foreign Language Papers			
Cameras	3.4	2.43	1.6		Patterns		4.2	4.45	Farm and Rural Papers			
Candy	3.	1.8	.7		Petticoats		4.2	3.18	2.	Outdoor and Street Car			
Carpets, Rugs	3.5	2.35	.8		Photographs		4.2	2.08	5.	Programs			
China and Glass	4.9	3.43	2.2		Pictures		5.	2.14	.3	Directories			
Clothing — Boys'	7.	3.72	2.4		Plants and Flowers		3.	1.64	.03	Novelities			
Clothing — Men's	6.	4.09	3.		Ribbons	Miscellaneous			
Corsets	3.9	2.41	.69		Sheet Music		7.3	3.74	1.9	Direct Advertising, including			
Domestics	4.	1.7	.03		Shoes — Men's	letters, booklets, package and			
Dresses	4.5	2.43	1.		Shoes — Women's, Chil-		4.	2.23	.7	envelope inserts, printed ad-			
Dress Goods — Wool	3.5	1.91	.3		children's		3.	1.84	.3	vertising for direct distribu-			
Embroideries	5.	2.71	.6		Silks		5.	2.55	1.1	tion and the postage or other			
Flannels	3.6	2.25	1.		Stationery	cost of distribution			
Furniture	4.9	3.33	2.		Suits, Coats and		4.7	3.99	1.5	Advertising Department Sala-			
Furs	4.5	3.22	1.9		Skirts	ries			
Gloves	3.5	1.92	.03		Skirts for Women,		4.2	2.9	1.8	Store Decorating, including			
Groceries		Dresses for Women,		11.1	3.18	.03	windows, interior sign cards,			
Hair Goods	6.6	3.76	1.		Misses, Girls		3.5	1.81	.03	supplies			
Handkerchiefs	5.	2.66	.8		Sweaters		7.5	3.74	1.	Decorators' and Sign-writers'			
Hats — Men's and	8.6	3.12	1.4		Toilet Goods		2.5	1.15	.01	salaries			
Hats — Boys'		Toys		10.	3.64	1.5	Charity			
Hosiery	3.2	1.84	.05		Trimmings		6.	3.05	.3	Social Service or Welfare			
House Furnishings	7.6	4.32	2.7		Trunks		4.	2.22	.7	Work in Store			
Infant's Wear	7.0	3.14	.4		Umbrellas	Donations to Public Funds			
Jewelry, Silver, etc.	3.5	2.25	.03		Underwear — Men's		4.4	2.04	.3	General Editorial Advertising			
Laces	3.	1.43	.03		Underwear — Knit,	Openings and Fashion Shows			
Lamps	3.7	3.20	2.4		for Women and			
Leather Goods	4.1	2.95	2.2		Children		4.4	1.79	.01			
Linens	3.1	1.29	.2		Velings		3.	1.60	.3			
Linens	3.1	2.33	1.		Velvets		5.1	2.92	1.3			
Men's Furnishings	6.6	2.91	1.3		Waists			
Millinery	4.1	3.2	2.5		Wallpaper			
Muslin Underwear	5.2	3.22	1.2		Watches, Clocks		3.75	2.13	.03			
Neckwear	6.1	2.43	.03		Wash Goods		3.1	1.71	.03			
Neckwear for Men	8.4	4.97	2.5		White Goods			
Negligees, House		Percentage of To-		4.3	2.57	1.5			
Dresses, Kimonos,		tal Sales			

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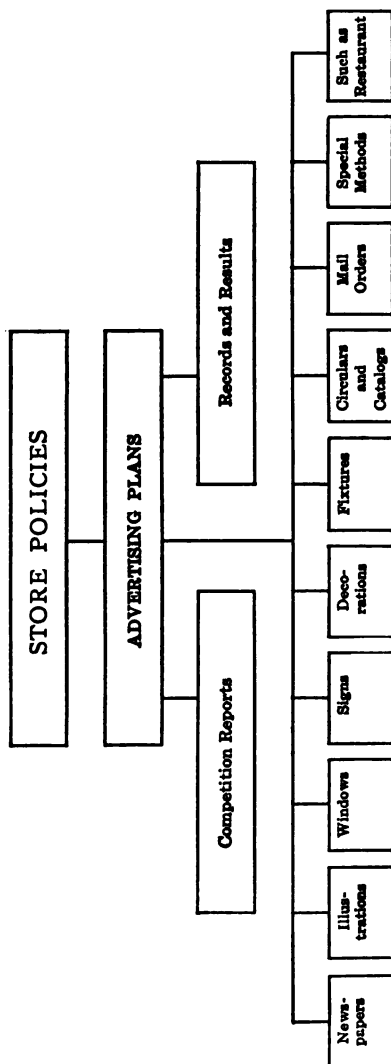


DIAGRAM OF THE NATURAL FEATURES OF RETAIL ADVERTISING

The Natural Divisions of Retail Advertising. In the small store the features of retail advertising shown in the chart on page 36 are attended to by a single small group of people. In a very large store these features may form several or many departments or divisions. Sometimes they are all subject to the advertising manager, but frequently some of them are under the control of the superintendent or store manager. In such a case the advertising which is carried on or placed outside of the store forms the advertising department proper, while interior display and decoration form a distinct department, and the mail order division forms still another department not associated with advertising. The restaurant found in most large department stores is properly a means of advertising, when its purpose is to draw people to the store. Circulars and catalogs are prepared and sent out by the main department, or by the mail order department, when such exists separately. Special methods of attracting trade, aside from the usual lines of advertising, may be devised by any division. Window decoration is becoming more and more important and is regarded as the chief means of attracting the public outside of the use of the public press.

Among the special methods used by some retail stores are found the store-advertising leaflet, sheet, or newspaper which is mailed to customers, handbills, sample packages, street-car cards, posters, and billboards.

Many large stores, however, limit outside advertising mainly to the daily newspaper. John Wana-

maker, in writing of his own business, has recently said:

Our little allowance of advertising money went to the newspapers then (in the early days of the Wanamaker business) as it goes, nearly altogether, to-day, because, if I ever have a monument for discovering anything, it will be for finding out that the only advertising of direct and instant benefit to both merchant and customer is in the daily newspaper of known circulation.

Retail Newspaper Advertising. The money set apart for newspaper advertising is apportioned among the daily or weekly papers of a community, according to the nature and extent of their circulation and the general plans of the advertising department in using this kind of medium. A newspaper space schedule is maintained, showing how much advertising is to be given to each publication. The buyers of merchandise in departments send samples to the advertising department, with such description of each as may be necessary.

The advertising writer now prepares copy for the newspapers, and the manager or assistant manager of the department edits it, indicates the type to be used, and sends it to the newspaper to be set up. It comes back in proof form for correction and revision, two or three days, when possible, in advance of publication. The proof is read by buyers, for correction and to ensure the merchandise being ready for sale, by the advertising writer, and by the manager, and is then sent back to the newspaper for a revised proof. When this

has been seen and approved by the advertising manager its issue at a stated time is authorized.

In the meantime several other things are being attended to, especially in the large stores. The store shoppers may be examining, pricing, and buying similar articles in other stores, for help in merchandising and in preparing advertisements. And artists make illustrations to accompany advertising matter.

Positions in the Newspaper Division of Retail Advertising. The usual positions in the advertising department of the large retail store are, the Advertising Manager, the assistant advertising manager, secretary, copy writer, artist, stenographer, clerk, and office boy. Below the heads of the department the large store may employ several persons for each division of the work.

The Advertising Manager. As in other fields of publicity the retail advertising manager must be a person of versatility, of large experience and knowledge of human nature. He must be able to build up and maintain the prestige of the business whose spokesman he is. He must help establish its policies, and must form advertising plans in accordance therewith. He must be thoroughly acquainted with the general field of publicity and with the details of local advertising. He must make his organization an efficient unit, working harmoniously with the other factors in the conduct of business.

The advertising or publicity manager is sometimes identified with the "sales manager," and has a large influence in determining what merchandise shall be bought and sold. His knowledge of supply and de-

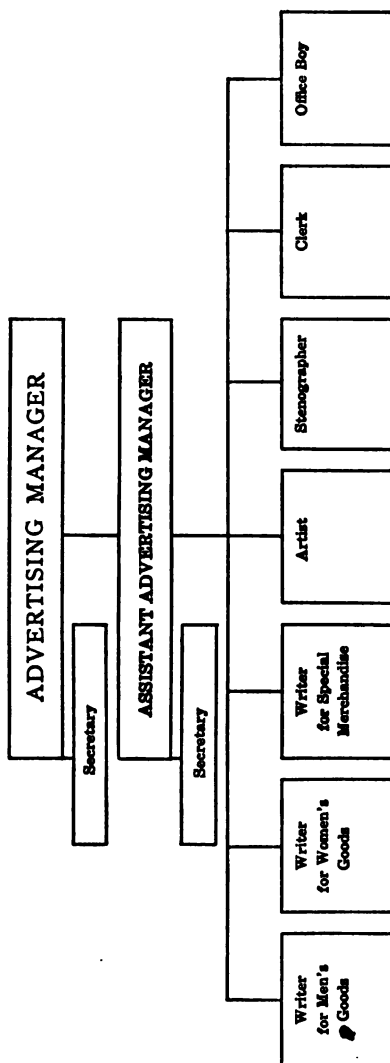


DIAGRAM OF POSITIONS IN THE MAJOR OR NEWSPAPER DIVISION OF RETAIL ADVERTISING

mand, of style and season, and of the probable growth or change in business, makes him eminently able to do this.

The Assistant Advertising Manager. The assistant usually has charge of carrying out the plans of his department, under his superior. He may make the plans of store departments. He must keep a weekly schedule of the newspapers in which his firm advertises, and he usually authorizes payments for advertising or other department expenses. He often writes copy for advertising, reads proof, and helps out whenever any need arises in the office. He may have authority to make contracts for advertising. He has, of course, immediate supervision of subordinates, while he must have ability to take charge of the department at any time.

The Secretary. The secretary of either the manager or assistant manager is practically himself an assistant in office and department duties. He must understand the details of the work of his chief and be able to suggest and help in general routine. He may have to prepare copy, make schedules, or file records. He must usually also be a stenographer and typist.

The secretary must have executive ability and some business training. He stands in line to act as or become assistant head of the department.

The Copy Writer. The manager or almost any employee in the department may write copy for advertising. In the well organized business, however, one or more persons are employed expressly as advertising writers. Samples of merchandise, together with such

written description as buyers may be able to supply, are given to the advertising writer, who prepares such statements as are most likely to draw customers to the store. The large store may have such a writer for each main merchandise department; the small store, only one or several writers for all departments. The advertising writer may employ handwriting, or the typewriter, or dictation. Sometimes he goes to the merchandise departments for material. He prepares copy in duplicate or triplicate so that the manager or assistant manager may correct it and indicate the size of type to be used in the newspaper. Simplicity, brevity, and truth of statement are necessary to attract the attention and confidence of the buying public and to maintain the reputation of a business.

The best preparation of the advertising writer is a study of English and a course on advertising in a business school.

The Artist. The artist is responsible for decoration, design, and illustration in advertising. He may use the photograph or make original drawings of articles of merchandise to be brought to public attention. He is the authority of the department, also, upon the fitness of pictorial or illustrative advertising material. He must have artistic ability and should have training in art courses.

Much might be written upon the place of the artist in this great field of business. He sets a standard in pictorial art to which the copy writer and the printer strive to conform, and his work has contributed greatly to bringing in the modern era of publicity. Artists of

high professional attainment and of national reputation have been employed by the great business houses of the country, at fabulous prices, to give character, dignity, and effectiveness to advertising.

The Stenographer. The work of the stenographer, as in other offices, is mainly taking dictation and operating the typewriter, both for advertising copy and office correspondence. The stenographer may also act as secretary to the manager or his assistant, and may help in filing the records of the department or in other office routine.

The Clerk. The duties of the clerk in a publicity department are many and important. They include the getting of statements about merchandise from buyers, entire responsibility for the filing of all results, records, and printed advertisements, reading, checking, and distributing proof, and the keeping of daily records of expense and the paying of approved claims against the department.

The clerk is the recorder of the operations of advertising and his knowledge of routine makes him of value in his position. He may not usually look for promotion to real advertising work.

The Office Boy. The office boy acts as errand boy, pastes proofs or copies of daily advertisements on the bulletin boards of the store, and procures copies of newspapers in which the store advertisements appear. The position is in line of promotion to publicity work, and is frequently sought by young men who have that end in view.

Constructing a Retail Advertisement. The plan-

ning and the carrying out of each advertisement in retail trade constitute a special problem. While each advertisement in a business must be in keeping with all the advertising of the firm, yet it demands its own special study and preparation. Mr. John H. Appel, the advertising manager of the New York Wanamaker's store, describes the preparation of an important advertisement as follows:

I am about to write an advertisement, says Mr. Appel. It must sell \$100,000 of furniture in one day.

I examine the furniture. It is good. I inspect the prices. They are right. I survey the set-out of the furniture on the floors. It is well made. I inquire about the selling staff. It is well chosen, well trained, all its members on edge and primed for the day.

I survey the field of battle—the territory from which the customers will come.

I put down on a paper a list of the newspapers that cover this field, noting the quantity and quality of their circulations.

And then—my head still speaking—I diagram by plan as follows:

1. I classify the mass readers of the several newspapers, if they can be placed into classes, according to intelligence, capacity to buy, taste as to furniture, and general inclination to trade at my store.

2. Select the kind of furniture to be advertised in each newspaper according to this classification.

3. Write advertisements to appeal to the readers of each newspaper so classified.

4. Write these advertisements fully but not fulsomely; tersely but not tensely; honestly but not boastfully so.

Having done this the field of battle lines up something like this:

Population to be attacked2,000,000 families

Newspapers to be used in the attack (including small suburban papers)	35
Total circulation of these newspapers	2,150,000
Divided into these classes:	
Newspapers of highest grade (highest in quality, lowest in quantity)	150,000
Newspapers of second grade (second in quality, second in quantity)	1,000,000
Newspapers of third grade (third in quality, first in quantity)	1,000,000

Then I try to figure the number of readers of each class of newspapers who will read the advertisement.

Next I attempt to figure how many of these readers of the advertisement will respond to it.

In attempting this last calculation, I take into consideration the character of the store that is advertising; the character of the merchandise being advertised; the character of the advertisement itself (and of preceding advertisements—inquiring whether they established or destroyed confidence); the accessibility of the store; the demand (at this time) for furniture; the general prosperity of the times and community; the character of each class of newspapers as to general reliability, the kind of advertising they carry, and the accuracy and decency of the news and editorial policy.

The Display Department. Next to the use of the local newspapers of a store community interior advertising is of most importance. This consists of the attractive display of merchandise in the windows and throughout the store, the posting in conspicuous places in the store of statements of special bargains and sales and of artistic placards, and the use of such other devices as are most likely to attract customers to the house and to secure their trade.

The display department is properly a subordinate

part of the general advertising department and is so regarded and conducted in most stores. In some very large stores, however, the division of display is entirely separate and subject only to the store superintendent or sales manager. In these cases the duties of the department are of such magnitude as to require great freedom of action and the undivided efforts of capable workers.

Window display and store or interior display are becoming increasingly important in retail trade. In the large metropolitan store they are now considered the chief means of securing custom, and as worthy of the expenditure of large sums of money in salaries and outfit for display purposes.

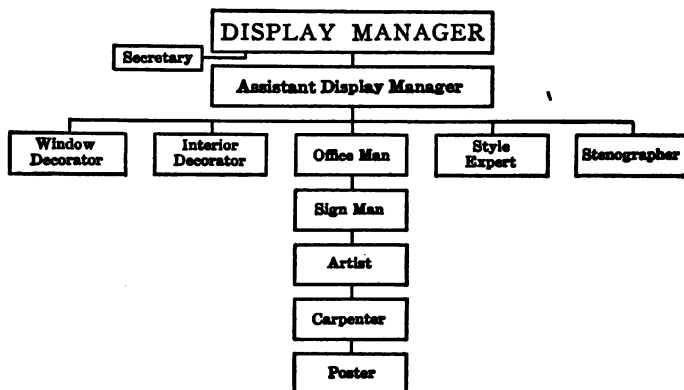


DIAGRAM OF POSITIONS IN THE DISPLAY DEPARTMENT

The Positions in the Display Department. The positions here are, the Display Manager, the assistant display manager, secretary, window decorator, interior

decorator, office man, style expert, stenographer, sign man, artist, carpenter, and poster.

In the small store a "display man," with one or two assistants, may attend to all the work of the department. In the large store fifteen or twenty people or more may be engaged in display and decoration.

The Display Manager. The display manager must have artistic and creative ability. He must see that the store and its merchandise are fresh and attractive and suggestive of genuine money values and willing and prompt service. He must be constantly in touch with merchandise departments and select and examine goods that are to be displayed, often advising in the purchase of goods with a view to their timely showing. He must thoroughly understand the art of window decoration, the effects of light and color, the advantages and proper place of advertising material and decoration throughout the store, the sale sheets of the business, and the work of the main advertising department.

The display man usually fits himself for his work by service as a window decorator or interior decorator, by a school course in advertising or selling, or even by a course in art.

The Assistant Display Manager. The assistant manager in the display department must be able to take the place of his chief at any time, and to supervise the duties of other employees in the department.

The Secretary. The secretary of either the head or the assistant head of the department is practically himself an assistant, attending to the immediate duties of the office. He is usually a stenographer and typist.

The Window Decorator. The window decorator, trimmer, or dresser arranges merchandise, decorations, and placards, or other advertising material in the store window so as to attract attention from the outside. He must originate plans for groupings and effects or follow plans given him by the display manager. He must understand clearly the effects of lighting and of combining colors and of a proper setting or background. He should have artistic ability and training. He may learn window dressing either by serving under an expert window or interior decorator or by a school course in advertising.

Window decorating is usually done at night, when the store is closed. In some cases, however, it is done in the early morning hours, before the opening of the store.

The decorator may have other duties, of a general nature, in the advertising department or elsewhere during a part of the business hours. Likewise a selling person or a stock clerk who shows decorating ability may be called upon for part or full time work in window dressing. The head window decorator stands in line to become head of the department. There are usually several assistants in window trimming.

The Interior Decorator. The interior decorator has charge of all special displays of goods within the store, aside from the windows. He may arrange entertainments and lectures for the public, and Christmas and holiday attractions. He must have artistic skill to arrange merchandise and decorations most effectively. He usually learns by practical experience under

direction, and is in line of promotion to window decorator and display manager.

The work of interior decorating may be done at night, in the early morning hours, or in the less crowded hours of the business day.

The Office Man. The office man has charge of routine in the display department. He must see that the daily plans and orders of the display manager are put into effect and that the decorators are provided with materials and service. He has direct oversight of the sign man, artist, carpenter, and poster. The work of the office man calls for considerable executive ability. He may be chosen because of service as office boy in any department of the store, or because of showing ability to execute orders and take the direction of subordinates. If he has display or advertising ability or training he may secure promotion in the publicity of the store.

The Sign Man. The sign man is a skilled sign painter, making placards, price statements, and announcements of coming sales or bargains. He may obtain his position simply by having artistic skill in lettering, or he may be drawn from a sign painting company outside the store.

The Artist. The artist of the main advertising department may do the work required in the display of the store, or a special artist for placards, decorations, and backgrounds may be employed. In any case he must be a person of skill and training.

The position of the artist does not lead to other advertising or store service, as is well known, but has its

compensations in its agreeable nature, adequate pay, and permanency.

The Style Expert. The style expert, connected with the publicity department in some large modern stores, is usually a woman skilled in a knowledge of merchandise, of domestic and foreign styles, and of seasonal changes. She must constantly advise the buyers of the store and the display manager in the purchase of goods for regular stock and for display purposes. In some stores the expert upon styles is associated solely or chiefly with merchandising.

A buyer or assistant buyer in a department or a person of natural good taste may be chosen as style expert. A course in art is an advantage for the work.

Advertising Material Supplied by the Manufacturer. Increasingly advertising material is supplied to the retailer by the manufacturer of merchandise. This material consists of prepared advertisements with illustrations, frequently in electrotpe form, window and store cards, cards for street cars, tickets, free samples, and other things of an advertising nature that the retail dealer can easily display in his store or circulate in his locality. This subject is treated more at length in Chapter V on "The Advertising of Manufactures."

Department Store Mailing Matter. A department store usually sends out a large quantity of printed matter, either from the main office of the advertising department, or from the mail order department. This material includes a general catalog of merchandise, special catalogs, circulars, folders, envelope-stuffers,

and sometimes a store magazine, besides numerous small printed tickets, slips, and so on.

Two Kinds of Mail Order Business. There are the well-known mail order houses, which do business only by mail. The running expenses of these houses are much lower than those of the ordinary store, since rents are less outside of business thoroughfares and the employees are fewer in number. These facts account in the main for the present number of mail order houses doing retail business.

On the other hand some department stores solicit mail orders, and all retail stores receive more or less business by mail. If much such business is secured a store usually opens a department to take charge of it.

Thus we find the pure mail order business and the associated mail order business. In both cases duties and routine are substantially the same, differing chiefly in magnitude.

Mail order business, primarily a problem of merchandising, is generally considered as a part of advertising or as calling for a special form of advertising. By mail orders thousands of persons are reached outside of the store and usually outside of regular customers. Their patronage is maintained by the treatment they receive and the quality of goods sent to them. So every detail of business with them endangers or enhances the prestige of the store.

The Features of Mail Order Business in the Retail Store. These features or divisions of work are shown in their natural order in the diagram on page 52. A mailing list is built up from various sources, from

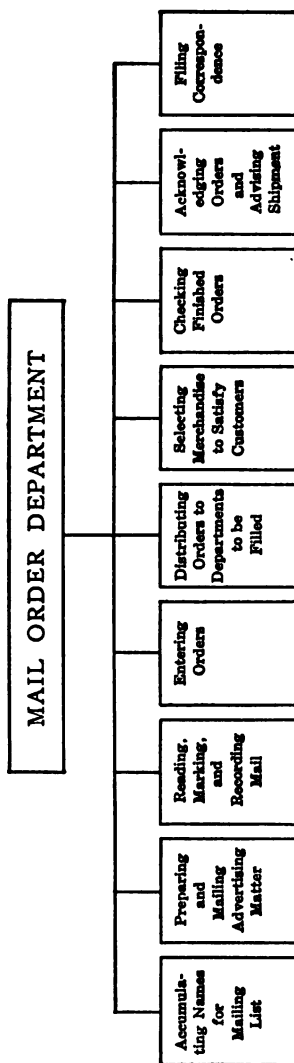


DIAGRAM OF THE FEATURES OF THE MAIL ORDER DEPARTMENT

charge accounts, from the addresses secured in shipping goods to customers' homes, from names learned as the result of special investigation, and in other ways. This list is revised and added to constantly. At the same time advertising matter suitable for mailing is in preparation, in the small store directly by the advertising department, and in the large one by the mail order division or department. It takes from three to six months to prepare the large annual catalog, but

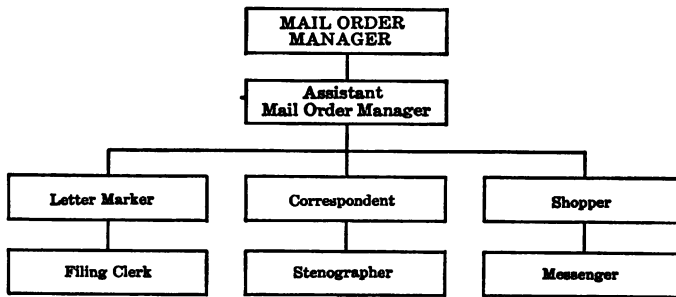


DIAGRAM OF POSITIONS IN THE MAIL ORDER DEPARTMENT

a few weeks only for the common monthly or seasonal catalog. When orders are received they are read, marked according to the departments of the store by which they are to be filled, recorded, entered, and distributed for filling. Goods are selected to satisfy customers, often at the discretion of a department or expert shopper. The filled orders are checked, the customer notified and asked about shipment if necessary, the goods shipped, and the correspondence filed.

The Mail Order Manager. The mail order mana-

ger is responsible for the financial success of the department and for its contribution to store prestige. He must make its plans and determine its methods. The merchandise departments furnish information about articles for sale, but the manager must see that it is sent out in proper form and that it is in keeping with the store policies. He must be an agitator to arouse ideas and methods to increase business by mail.

Since, on the other hand, the work is so much a matter of record and routine, the mail order manager may be chosen from the recording offices of a store. He may also prepare for mail order service by a school course in advertising, or by experience in publicity.

The Assistant Mail Order Manager. When there is an assistant in the office he has direct charge of routines, to see that each thing is done on time, orders properly handled, and records duly made. If goods are ordered when not in stock he may have to go out and purchase them. His preparation may be like that of the head of the department, or he may more rarely be promoted from a clerkship in the office if he shows creative and executive ability.

The Correspondent. Next in importance to the head and assistant comes the correspondent, who must read every order when completed and has charge of all communications with customers. He has the assistance of one or more stenographers or may use the stenographer of the department, according to the magnitude of the business. The correspondent must be a master of detail and have good judgment so as to maintain the good will of customers. He is essen-

tially an advertising worker. The position is often held by a capable woman stenographer.

The Letter Marker. The letter marker must read every order, mark it with the department referred to in it, and make the necessary records in the order manual and on the customer's card in the active file. He must also record the results of special advertising as far as they can be determined. This division of the work may require several persons.

The Filing Clerk. The filing clerk must file all orders alphabetically when completed. Those unfinished are kept in a separate file, commonly called "forward" or "set-ahead," to be taken out on a certain day. Each customer's last letter must be recorded on his card, and new names entered on the card file. The file is kept geographically, also by states and towns.

The letter marker and the filing clerks, who are usually girls and women, are routine workers connected with advertising. They are rarely promoted to actual advertising, as routine letters and files do not afford the best training for publicity. Promotion may come, however, in cases of ability and fitness for the work of higher positions.

The Shopper. The shopper selects merchandise for a customer who leaves it to the judgment of the department to fill an order. Such orders come so frequently that a special person, usually a woman, skilled in selecting goods, is assigned to care for them. This person holds a responsible position, to please and hold the customers of the store.

Orders which specify merchandise are usually filled by special sales persons in departments.

The Messenger. The messenger takes orders from the mail department to store departments and brings them back when completed. He is simply a means of communication in the filling of orders.

A Summary of the Divisions of Advertising in the Mail Order House. In gathering material for the present volume information was sought from one of the best known mail order houses in the country. In response the advertising manager of this house prepared the following brief but comprehensive statement, having in mind, especially opportunity in this field:

In answer to your recent inquiry concerning mail order advertising the following information may prove of service:

The preparation of catalog copy is the duty of catalog copy men, who are in many instances permanently connected with one or more merchandise departments for which they prepare copy. These men work in conjunction with the buyers and in some lines of merchandise the buyers themselves prepare their own copy.

An editorial division edits all catalog copy, sometimes rewrites copy, aids in copy preparation, layouts, etc.

A promotion division works in conjunction with the various merchandise departments in the preparation of special layouts and special advertising such as circulars, magazine advertising, etc.

A service division follows up copy from its inception to its completion as finished and finally O.K.'d proof.

These various divisions are under the supervision of the manager of the advertising department, who is also manager of the printing department and has general supervision over catalog distribution.

The opportunities for advancement are unusual, as added to those usually present in advertising establishments are those connected with the manufacture of catalogs and their distribution, with both of which the advertising department is intimately associated.

There are no rigid rules as to educational requirements, and the individual equation as expressed in achievement is a large factor in the selection of men for various positions.

CHAPTER V

THE ADVERTISING OF MANUFACTURES

Advertising by the Manufacturer. While there are supposed to be only about one thousand national advertisers, so called, in this country, whose merchandise is distributed throughout the land and beyond its borders, there are tens of thousands of proprietors and manufacturers whose products are sold very widely, mainly through traveling agents and retail dealers in localities. Such proprietors and manufacturers advertise their goods increasingly year by year. They are practically compelled to do this to reach the volume of trade that they desire, since the retail dealer is generally unwilling to advertise a special product, and follows the principle that publicity expense should enlarge his business as a whole, and should place his name before the public rather than that of the manufacturer whose merchandise he sells. Recent developments, however, are tending to harmonize the interests of both producer and retailer, the one realizing that the prestige of the local dealer increases the business of the manufacturer, and the other realizing that extensive and efficient advertising by a well-known manufacturer brings the people of a community to a retail store. As a rule the manufacturer has a large capital, a wider reputation to establish or maintain, and a larger means to produce effective advertising.

The Relation of Advertising to Manufacture. It is the prevailing opinion among business men that advertising not only enlarges the sales of the manufacturer but lays on him an obligation toward the dealer and consumer in the nature of standard goods, fair prices, and ready service. This idea is well expressed by a well-known authority in the following quotation,¹ which indicates also the magnitude of the advertising to be done:

The house which manufactures soda-biscuit has been able, by advertising, to increase its output tremendously. This increase of output has cut down the cost of manufacture. The maker is able to supply more and better goods for the same money; the goods have a wider circulation, are better known, and a higher standard is kept. The maker cannot allow his product to deteriorate in any way; it has become known for its excellence through the advertising, and it must live up to that excellence. Advertising implies a contract between the maker and the public always to deliver the same goods under that same name. The name has become the greatest asset. It may represent millions in publicity—publicity obtained through advertising.

Only the initiated can realize the amount of work that such a plan, successfully carried out, entails. It represents nearly every form of advertising. It represents the coin of a name that is unique without being grotesque, and so euphonious that it may be remembered easily and thus become a part of the familiar vocabulary of the people; designing a package so individual and characteristic that it will be recognized at a glance and will form an advertisement as it stands; advertising in newspapers and magazines; announcements in the trade papers which are read by the grocer and other dealers; posters upon house-tops, beside the right of way of great railroads; posters

¹ From "The Business of Advertising," by Earnest Elmo Calkins.

upon boardings around buildings in the process of construction, upon the stands of elevated and other railway-stations; electric signs on the tops of tall buildings; names on sails of coasting and fishing vessels; various kinds of printed matter sent to the jobber, to the salesman, to the grocer, and to the consumer.

A Statement by the Advertising Manager of a Well-Known Manufacturing Company. Among the many advertising men consulted in the preparation of this chapter, one, representing a manufacturing company whose name and merchandise are known throughout the business world, volunteered the following statement, which is interesting not only because of its authority but because of its brief, cogent, typical advertising style:

Notwithstanding the immense sums of money a manufacturer of any commodity for general consumption may put into his plant, his product, his distributing scheme, and his selling force, he has not yet done the most necessary thing to create the sale of his goods.

The natural supposition of those not acquainted with the modus operandi of selling is, that having perfected a product, having placed it in the hands of wholesalers, jobbers, or retailers it of itself produces sales.

This is far from the truth, for the people who are the final goal of the product know nothing of its existence and when offered it by the retailer are prone to adhere to first principles and take the article of which they have knowledge.

Therefore to create a market for his goods the manufacturer must go to the people direct with news of and information about his product.

Advertising is not only the best but the only method to-day

by which the people may be made to feel the need of any new thing.

Whether the actual want existed is no concern of the manufacturer so long as he can make people believe they want, have wanted, and waited for his article.

But the manufacturer in his advertising must be honest; he must tell the people exactly what his product is, what it will do, why it does it, and why it is better than anything made before and therefore more economical.

Advertising is the most potent power to-day in the world and if properly directed can accomplish marvels.

Advertising by the manufacturer does not consist alone of buying and filling space in publications for the circulation of news about his goods, but embraces many things that are not looked upon by the public as advertising.

Problems of merchandising, distribution, salesmanship, details of manufacturing, of packages, of labels, of store fronts, of signs, of catalogs to dealers and consumers, of news items, of dealer helps, all are part of an advertising man's job.

Positions in the Advertising Department of a Manufacturing Company. The usual positions connected with advertising in manufacture, as shown by the chart on page 62, are, the Advertising Manager, one or more assistant managers, copy writers, clerks in the various divisions of the department, stenographers, artists, foremen of advertising stock room, bundle boys and shippers, and foreman of the mailing division. In a small concern the department is smaller and the workers fewer. The duties connected with these positions are in the main similar to those of positions already enumerated in preceding chapters, while some of them are, of course, merely routine office

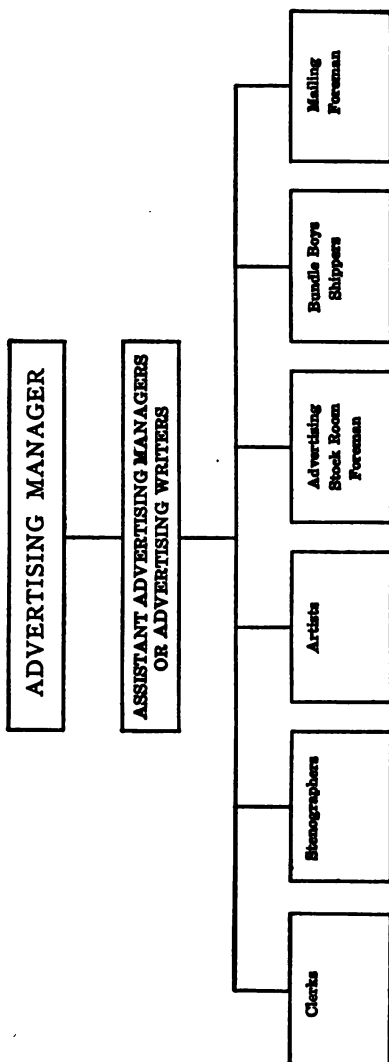


DIAGRAM OF POSITIONS IN THE ADVERTISING DEPARTMENT OF A
MANUFACTURING COMPANY

work, such as is found in general business. The manager, assistant managers, advertising writers, and artists do distinctively creative advertising work.

The Advertising Manager. The manager must keep in touch with general business conditions, with merchandising and selling, and with the established policies of the firm. He must be able to advise the management, and he must know how and when and where to advertise the products of the firm. Either he or his assistant managers or special copy writers may prepare advertisements. The manager, however, must pass upon them as well as upon illustrations and methods by which they are to be placed before the public. He may be a member of the firm or a person who has had considerable business and advertising experience. He is largely responsible for the sale of the goods produced by the firm and so for the success of manufacture.

The proprietor or manufacturer may, of course, employ an advertising agency to take charge of his publicity and this is frequently done, especially by a small concern, one just beginning manufacture, or by a large firm that has not on its business side developed an advertising department.

As an aid in creating a demand for merchandise the manufacturer frequently makes sales to the trade in advance of advertising.

The Two Fields of Advertising in Manufacture. There are two distinct kinds of work in the advertising of manufacture. The first comprises all that is done in general advertising to reach as wide a public as

possible, and is conducted in special campaigns or continuous advertising along lines determined upon by the company. The second field includes all that may be done to help a dealer in a locality and is of the nature of retail advertising.

General Advertising. The most conspicuous feature of this division is the special campaign which may be entered into by the advertising department of a manufacturing company, either when the firm is newly established, a new product or line of products put before the public, or at an opportune season for the increase of business. At the same time most companies advertise steadily in the public press, or through other mediums. In all cases the manufacturer is speaking directly to the public, and for the sake of increasing retail trade. Most large companies issue general catalogs, circulars, and other material, which are sent both to the retailer and to the consumer.

Advertising Service for the Dealer. Most manufacturing companies, to ensure efficient retail advertising and the handling of their goods by dealers in various localities, provide the necessary publicity material for the dealer. Local campaigns are planned and carried out. Original designs for signs, display material, and printed material to draw customers to a store are provided in quantity. Copy and electrotypes are provided, and advice is given to the dealer in the spending of money in handling the material provided and for the other local advertising. Thus the dealer under modern conditions of manufacture and trade

may have the benefit of the skilled advertising of the manufacturing company.

An increasing amount of money is spent annually by manufacturers in these so-called "dealer helps" and in planning and directing retail advertising.

CHAPTER VI

PERIODICAL ADVERTISING

The Newspaper. As has been shown in Chapter III, on "Advertising Mediums," the periodical press provides the leading medium. The conspicuous divisions of periodicals are newspapers and magazines. These practically include all publications issued at regular intervals. These two divisions are treated separately in the present chapter, with the newspaper first, as of greater relative importance. The newspaper divides into the daily, with morning, evening, and Sunday editions; and the weekly and semi-weekly, running into the country papers and trade papers and so over into the magazine field. The work done in newspaper advertising consists mainly in securing, handling, and publishing the prepared advertisements of manufacture and trade.

The preparation of circulars, handbills, entertainment programs, merchandise catalogs, and similar mediums is chiefly a part of the publicity work of manufacture, retail trade, and the advertising agency.

The Kinds of Newspaper Advertising. The two large divisions of newspaper advertising are the Classified Division and the Display Division. Classified advertising includes publicity matter which may be printed under particular headings, such as automobiles, clothing, real estate, help wanted, situations wanted,

lost and found, and so on. Most large newspapers have one or more pages entirely filled with classified advertisements. On the other hand, display advertising is that which is placed anywhere in the paper, in such a way as to attract attention, irrespective of the other advertising appearing in the paper. The classified method serves for the convenience of the reader who wishes to look for a certain matter; the display aims to catch his eye and attract his interest while he is reading the ordinary news of the day. Many advertisers, indeed, prefer to have their advertisements stand next to reading matter. Yet a recent investigation of the preferences of advertisers in this respect shows a wide divergence of opinion. It may be said, however, that classified advertising represents smaller outlays of money, by individuals and small business concerns, and that display advertising represents the larger expenditures of money for publicity purposes. Classified matter usually comes without solicitation on the part of the paper, while display is largely obtained through solicitors.

Again, from the standpoint of source advertising is classed as Local and Foreign. The first, which is of greater importance, is drawn from the business and industry of the neighborhood in which a paper is published. In this case the advertiser may benefit only by a part of the circulation of the paper. Foreign advertising is such as comes from outside the locality of publication, from elsewhere in the country. It deals with merchandise meant for general distribution, profits by the entire circulation of a paper, and is ob-

tained by a "foreign" solicitor or through advertising agents.

Newspaper Revenue. The revenue of a newspaper comes from two sources, the sales of the paper itself and the sales of advertising space. The latter is becoming more and more important as the chief source of profit. While the small country weekly or daily may still count most on the income from its subscription list, the average daily now makes the extent of its circulation a basis for attracting advertisers from whom the larger profit is expected. Two-thirds or even three-fourths of the income of the metropolitan dailies results directly from the sale of advertising space.

Newspaper Advertising Rates. The metropolitan papers have greater uniformity in methods and charges than have the country papers. Advertising agents are attempting to bring about a standardization of rates, commissions, cash discounts, and other details of publicity.

Nearly all advertising is now measured by the agate line, but a few small papers still measure by the inch. Generally one line rate is used for ordinary matter, another for department stores, another for publishers, and so on. The rates of some papers are determined by the amount of space used in an advertisement and by the length of time it is to run. In the city the lowest charges are usually for persons seeking work, under "Want Ads.," and the highest are usually found in general business and special advertising. On the other hand on country papers the personal rates are usually higher.

The larger papers issue "rate cards" for the use of advertisers. These are sometimes long and complicated statements and necessitate considerable study by the advertiser, the agent, or the "rate man."

Sample Rate Cards of a Daily Paper. Following are the rate cards of a well-known daily paper. They show both the cost of advertising in various parts of the paper and the nature of the advertisements carried in its columns, as well as its circulation and volume of advertising. This paper employs about thirty persons in its advertising department.

ADVERTISING RATES

Morning and Evening Editions Per single col., agate line, each day	Sunday Edition Per single col., agate line, each day
First Page\$1.00	First Page\$1.25
Editorial Page40	Editorial Page50
Last Page30	Main Sections and First Page of 2d Section40
Inside Pages, except Edi- torial30	Table Gossip, opp. Table Gossip, opp. Editorial, Household and Other Outside Section Pages.... .35
Latest Publications (Run of Paper)30	Latest Publications (Run of Paper)35
Political (First Page) 1.50	Railroads30
Political (Run of Paper)... .50	Remedies, Medicines, etc., Run of Paper30
Railroads30	Financial35
Remedies, Medicines, etc. . . .40	Automobile30
Run of Paper30	Rate for general advertising when run P. M. and A. M. in the <i>Daily Globe</i> 5 cents extra per line.
Financial35	READING NOTICES:
Automobile30	First Page—Advt.\$2.50
Rate for general advertising when run P. M. and A. M. in the <i>Daily Globe</i> 5 cents extra per line.	Any Other Page—Advt. .. 1.25
READING NOTICES:	
First Page—Advt.\$2.50	First Page—Advt. 3.00
Any Other Page—Advt. .. 1.25	Any Other Page—Advt. ... 1.50

NO DISCOUNTS OF ANY NAME OR NATURE

Reading matter, cuts, and extra large type must be acceptable to the publisher

Net paid daily circulation over 257,000 copies.

Sunday circulation over 302,000 copies per issue.

(Member of Audit Bureau of Circulations.)

Carried 8,433,054 lines of advertising.

(A gain of 70,533 lines over 1915.)

Printed 548,712 want and classified advertisements.

(A gain of 60,381 advertisements over 1915.)

Printed 812,105 lines of automobile advertisements.

(A gain of 134,442 lines over 1915.)

WANT CLASSIFICATIONS

No Discount for Cash or Repeated Insertions. Rates Are the Same Both Daily and Sunday.

RATE PER AGATE LINE

	Solid	Dis- play			Dis- Solid play
Agents, etc.	25c	30c	Dressmaking, Millinery,		
Antiques and Curios ..	20c	30c	etc.	20c	30c
Apartments and Tene-			Farm and Garden ...	15c	30c
ments	15c	25c	Female Help Wanted ..	15c	30c
Auctions—Automobiles	15c	25c	Financial	30c	30c
Auctions—Horses and			For Adoption	25c	30c
Carriages	15c	25c	For Sale	20c	30c
Auctions—Real Estate.	15c	25c	Furniture, etc.	20c	30c
Auction Sales	15c	25c	Hearings	20c	25c
Automobiles (Used			Heating and Cooking ..	20c	30c
Cars)	15c	25c	Horses, Carriages, etc. .	15c	25c
Automobile Insurance ..	30c	30c	Hotels	30c	30c
Autumn Resorts	15c	30c	Houses To Let and		
Billiards and Pool	25c	30c	Wanted	15c	25c
Board and Rooms.....	15c	25c	Information Wanted ...	20c	30c
Business Chances	20c	30c	Legal Notices	15c	25c
Business Notices	30c	30c	Legislative Hearings ..	20c	25c
Business Personals	30c	30c	Live Stock	15c	30c
Carpet and Vacuum			Lost, Found, etc.	15c	30c
Cleaners	15c	30c	Machinery and Tools ..	15c	30c
Cash Registers	20c	25c	Mail Order Business ...	30c	30c
City of Boston	15c	25c	Male Help Wanted	15c	30c
Clothing	20c	30c	Meetings	25c	30c
Copartnership Notices ..	25c	30c	Miscellaneous	25c	30c
Coastwise Steamship			Money to Loan	30c	30c
Lines	30c	30c	Motorcycles, Bicycles, etc	15c	25c
Detective Agencies	25c	30c	Music	25c	25c
Diamonds, Jewelry, etc.	25c	30c	Musical Instruments ...	20c	25c
Dogs, Cats, Pets, etc. .	20c	30c	Notices	20c	25c
Dramatic	15c	30c	Ocean Steamship Lines ..	30c	30c

	Solid	Dis- play		Solid	Dis- play
Parcel Post	30c	30c	Articles, etc.	25c	25c
Patents	25c	25c	Tours and Travels	30c	30c
Photographs, Cameras, etc.	20c	30c	Typewriters, etc.	20c	25c
Poultry, Pigeons, etc.	15c	30c	Wall Papers	20c	30c
Proposals	20c	25c	Wanted	25c	30c
Railroads	30c	30c	Wines, Liquors, etc.	30c	30c
Real Estate	15c	25c	Winter Resorts	15c	30c
Real Estate for Ex- change	15c	25c	Yachts, Boats, etc.	20c	30c
Real Estate Mortgages ..	15c	25c	Advts. out of classifica- tion	30c	30c
Refrigerators, etc.	20c	30c	On Advertisements which do not properly come under classi- fication, 30c will be charged in all instances except where the net rate is higher. This applies especially to ads under "Auction," "Help Wanted," "Real Estate," etc.		
Safes	20c	30c	Rate for "Agents," "Partners," "Salesmen" or "Saleswomen" ordered under Male or Female Help is 25c solid, 30c display.		
Schools, Colleges, etc. ..	25c	25c	The paper reserves the right to revise or reject any advertise- ment.		
Sewing Machines	20c	25c	No WANT AD TAKEN FOR LESS THAN TWO LINES		
Showcases, Desks, etc. ..	20c	25c	Boston, Mass., March 1, 1917		
Situations Wanted—Fe- male	10c	25c			
Situations Wanted— Male	10c	25c			
Sporting Goods	20c	30c			
Storage	20c	25c			
Stores, Offices, etc.	15c	25c			
Summer Cottages	15c	30c			
Summer Home Supplies ..	25c	25c			
Summer Resorts	15c	30c			
The Ballroom	20c	25c			
Toilet and Invalid Ar-					

Organization in Newspaper Advertising. In the case of a paper with a small circulation, country or weekly or daily, the work of the advertising department may be very simple, and may be attended to by the owner, editor, or capable employee, with clerical assistance. As circulation increases and the advertising department of a paper becomes increasingly a source of profit, usually the man of the best business ability connected with the paper is placed in control of the advertising, and given the necessary number of capable assistants. On a daily paper having, for instance, 100,000 circulation the advertising department may

employ ten or twelve to twenty persons; the great metropolitan daily, with circulation running into the hundreds of thousands, may employ from thirty to fifty persons. In each case a majority of the persons employed do routine work, at routine pay; a large minority, one-third or over, occupy important positions, determine the success of the advertising department and draw liberal salaries.

The organization of the publicity department in the large daily paper is becoming more and more important. Formerly in most cases it was enough to secure business and keep the columns of the paper properly supplied with advertising matter. Now, with unprecedented progress and expansion in manufacture and trade, it becomes necessary for the management of the great daily to employ the most capable men who can be secured, to divide their duties very clearly, and through them to seek the most profitable and reputable advertising business possible, both in the local and in the foreign field. This elaborate organization, existing and recognized in most cases, is indicated in the diagram on page 73.

The Advertising Manager. The advertising manager of a paper, whether proprietor or employed official, occupies an important position. In some cases he is the chief man on the paper, a sort of general manager, controlling its policies and activities, and making its leading features contribute to its value as an advertising medium. In all cases the manager must have an extensive knowledge of business conditions and must be able to plan advertising for a client or ad-

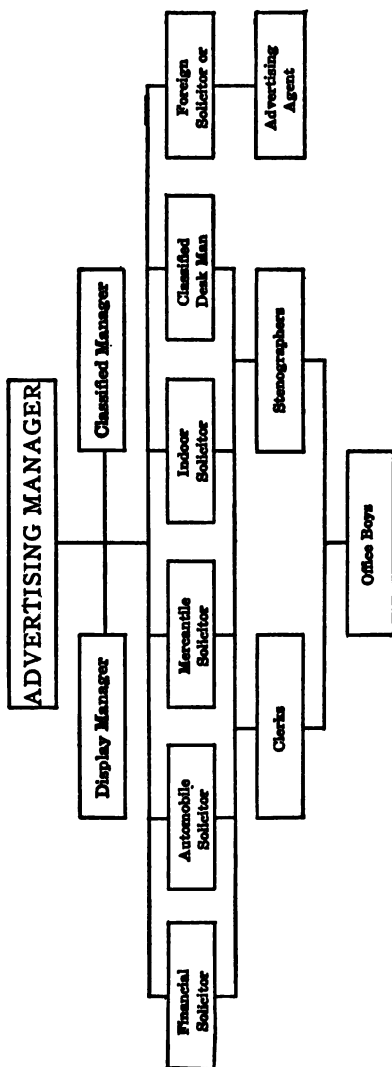


DIAGRAM OF POSITIONS IN NEWSPAPER ADVERTISING

vise him in regard to it. The manager usually employs his own staff, and he must have ability to organize and direct the work of others. He may also have charge of the circulation department of a paper, though that is properly separate. He sometimes personally solicits the most important contracts handled by his paper. He writes the literature of the department.

The advertising manager of a newspaper may have been its managing editor, or the advertising manager or solicitor of some business firm, or simply a successful business man. The position is comparatively a permanent one and highly paid. In nearly all the cases investigated in gathering material for this chapter, the newspaper advertising manager had held his place for a considerable period of years. One manager who contributed valuable information came to his position as follows:—He was a college graduate and on account of poor health found an outdoor occupation advisable. He became a book agent and in a year and a half carried his earnings from twenty-five or thirty dollars weekly to about one hundred dollars. In the meantime, as opportunity offered, he secured advertising for a journal published by his employer. He thus became interested in advertising and worked on a number of papers as solicitor. At the age of twenty-eight he was made advertising manager of a metropolitan daily paper.

Some large papers have "local," "display," and "classified" advertising managers, who take charge of the major divisions of the work of the department. They are practically assistants to the manager.

The Newspaper Advertising Solicitor. Like the advertising agent the newspaper advertising solicitor is a salesman. He sells advertising space and service. He needs more than the usual qualities of the salesman, for he must know his client's business as well as his own, and he may need to know the business of many clients. He must know when a client, actual or prospective, ought to plan his advertising and how extensive a campaign should be made, either from his own knowledge and observation or from information coming from the manager over him. He must be an adviser to the manufacturer or merchant who has goods to sell but may not have extensive knowledge of publicity methods. He must have tact, to retain the good will of business men toward his paper; discrimination, to seek the right advertising at the right time; and judgment and patience, to work in harmony with developing business conditions. The work of the solicitor and of the manager are closely related. In a sense a solicitor in a certain line of business is a manager for his paper of that division of its advertising. On large papers there are usually several solicitors in each division of the work.

Soliciting is regarded by many advertising men as the best entrance to work in this field.

In the estimate of many men consulted in preparing this chapter the essential qualities of the advertising solicitor are as follows:

1. The instincts of a salesman.
2. A knowledge of what his own paper stands for.

3. A knowledge of what other papers in the locality, as competitors, stand for.
4. A knowledge of local conditions in business.
5. A knowledge of the particular business of a client.

The solicitor is not necessarily a writer of advertising. He is a business getter, and enters the field of soliciting because of exceptional ability to secure business. He may be called by a paper out of some mercantile position rather than from advertising courses or schools. He passes from the small paper to the large, and quite frequently, after building up a clientele, becomes an advertising agent with an organization of his own, or an agency solicitor. The successful news reporter, who must meet people tactfully and handle news information effectively and truthfully, may make a good solicitor.

The Financial Solicitor secures financial advertising for his paper. He must understand finance. In many cases he comes from a banking institution, or he may get his training on a financial paper. He must be able to write a financial advertisement.

The Automobile Solicitor need not be a person of mechanical intelligence. He must be "a good talker and mixer," understand automobile terms, the various makes, and their advertising points. He must know how to write automobile advertising. He may have had experience as salesman with an automobile company, or as a solicitor in some other field.

The Mercantile Solicitor seeks advertising from re-

tail trade. He is often called a store solicitor. He must thoroughly understand retail trade conditions, the times and seasons for publicity, and the best methods of retail advertising. He must have wide acquaintance and good standing with business men. One solicitor may deal with department stores, another with small retail stores, or another with specialty stores. The store solicitor is frequently drawn from store service, such as advertising man or manager of a department. Or he may be promoted from lower positions in newspaper advertising.

The Indoor Solicitor strives to retain permanently the advertising business coming to his paper and to secure new business, mainly through correspondence. He reviews the advertising appearing in the columns of the paper in previous periods, or about to expire, to see whether it has been renewed, and if not writes to an advertiser suggesting renewal. He is thus usually dealing with business first brought to the paper by other solicitors. He also makes a study of the business which advertisers place in the columns of competing newspapers in his locality, and writes to such advertisers asking for their business, or quoting the rates which his paper can give for such service as they have received from other papers. The indoor solicitor thus reviews and supplements the work of his department. He should be a person of large information and experience in securing advertising business.

Indoor soliciting may be a part of the classified desk work, especially in the case of a small newspaper.

The Classified Desk Man receives and handles the

classified advertising, which comes to a paper mainly without solicitation. The desk man must determine whether it is acceptable according to the policy of the paper, and must give all necessary information to an advertiser and make arrangements and contracts for the publication of the material accepted. On a large paper there are several desk men, as hundreds of items may be handled daily.

The desk man must know rates and classifications, something about types and display, the best days or seasons for certain advertisements, how long they should run, and their proper form and wording. While in a sense a solicitor, the classified desk man has mainly routine work. He must be able to carry many particulars in his mind and has usually had considerable experience as a clerk in the department.

The Foreign Solicitor represents a paper, for the purpose of securing advertising in some place outside of its locality. Most large papers, scattered throughout the country, have representatives in at least several large cities, such as New York and Chicago. On the other hand each such "foreign" representative, or solicitor, usually serves several newspapers, his office expenses and salary being divided among them. He solicits material from national or "foreign" advertisers, and at a flat rate which makes his work easier than that of the ordinary solicitor. At the same time it is usually more profitable, as it deals with the larger kinds of business, with large contracts rather than small.

The foreign solicitor must be a man of considerable

ability and experience in securing advertisements, having served usually as an ordinary solicitor. He must understand business conditions at large, and be able to select the right kind of business out of an infinite variety to be found in the great centers of manufacture and trade.

While the advertising agent is always seeking to use the medium of the periodical press, the newspaper which does not employ a foreign solicitor generally seeks foreign advertising through an agent in a locality, paying him regularly his commissions on business secured. The ready service of the agency thus sometimes makes it less necessary, and more costly, to a paper, to employ foreign representatives.

The Clerk. In newspaper publicity the clerk has general duties, to keep records of contracts, make out bills for the publication of advertising matter, keep files of correspondence and of matter appearing in his own and other papers, do bookkeeping, if necessary, help at the classified desk, and attend to other office routines. Through working at the classified desk he may become an indoor solicitor. If he has sufficient knowledge of business and good personal qualities, tact, and persistence, he may become an outside solicitor.

The Stenographer. In the newspaper advertising office the stenographer has the usual duties of taking dictation, writing letters, and writing copy. The work is sometimes that of secretary to a manager or solicitor, or service at the classified desk, with possible promotion beyond.

The Office Boy. This position is the most usual

entrance into the business for the young person. It gives acquaintance with routine duties and may lead to inside experience and training in advertising. It brings advancement to the boy or young man who has the requisite education, ability, and personal qualities. Frequently young men are employed as office boys because they appear to have the needed qualities for promotion, or because they know stenography and type-writing and can help at the classified desk, or even do clerical work.

The arrangement of positions in the diagram on page 73 shows the natural and usual line of advancement from the lower to the higher.

Magazine Advertising. The second large division of this chapter is that of magazine advertising. It has a smaller volume of business than that of the newspaper, commands a higher rate, and differs considerably in its conduct. It takes on a quality of work and a permanency in employment hardly possible in the newspaper field.

The efficacy of newspaper advertising lasts a short period only, from a few hours to a few days; that of the magazine lasts a much longer time, especially as magazines are preserved for months or even years in many families. The newspaper usually appeals for immediate local sales, a large volume of business in a limited area and time; the magazine appeals for sales reaching into an extended future and over a large territory.

At most the cost of newspaper advertising may be several hundred dollars for a full page in the Sunday

edition of a metropolitan daily, while the cost of a single page in some of our well-known magazines, its area being possibly one-fourth as great as that of the newspaper page, may be from \$5000 to \$9000 for a single issue.

It follows, then, that the literary quality of magazine advertising must be higher, in keeping with the literary standard set by the magazine itself. This demand draws educated and well trained men and women into the magazine advertising field, assures higher salaries, more satisfactory professional conditions, and greater permanency of service. At the same time there is the demand for men and women able to understand and deal with large kinds of business, in which great sums of money are involved and advertising work becomes national in scope.

The Divisions of Magazine Advertising. The natural divisions of work in the magazine advertising field are indicated in the accompanying diagram, on page 82. They consist in the main of soliciting business, doing service to advertisers, editing material, correspondence, the handling of proof, make up in the columns of the magazine, and collecting and preserving material and books dealing with the duties of the department.

Again, there are the activities carried on in the office of the magazine and in its home field, and the work done outside of this home area, like the "foreign" soliciting of the newspaper. Thus two sets of workers are called for, those immediately connected with the magazine and others, usually a smaller num-

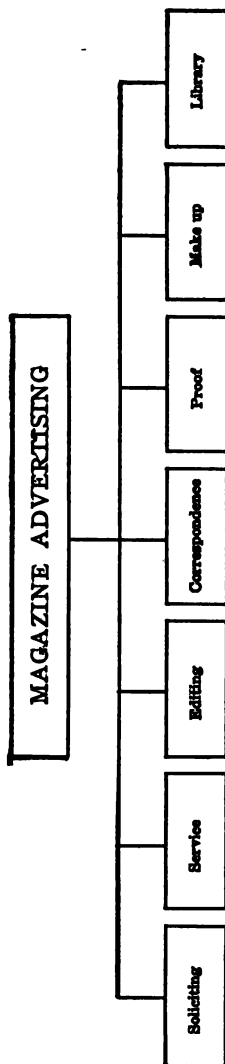


DIAGRAM OF THE NATURAL DIVISIONS OF MAGAZINE ADVERTISING

ber, serving it in distant localities, such as the large cities of the country.

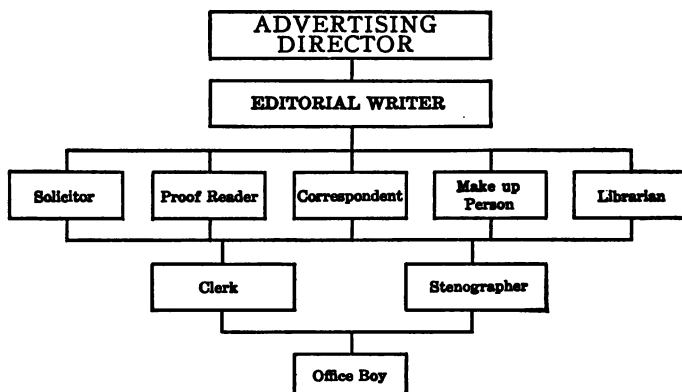


DIAGRAM OF THE USUAL POSITIONS IN MAGAZINE ADVERTISING

The Positions Connected With the Magazine Advertising Office. The magazine advertising office is coming to be more highly organized than that of the newspaper. The positions found in the offices of all magazines except the smallest, where the number of workers is more limited, are indicated in the diagram on this page. The duties of most of these positions have been already indicated or are about the same as positions in ordinary office work. Several of the leading positions, however, deserve special mention.

The Advertising Director. The term director, rather than manager, is now used in magazine publicity to indicate the person who has charge of the department. He forms the plans of the department and di-

rects its activities. Most of his time, however, is taken up with the office and the home field. In the case of the smaller magazine, especially, he may perform some or all of the duties usually belonging to the editorial writer, as indicated in the following paragraph.

The Editorial Advertising Writer. The editorial writer studies and edits the publicity material coming into the office. He, or she, as it is very frequently a woman, may prepare advertisements for clients, and give general help and advice. He may even write ordinary editorials for the magazine or news articles whose purpose is to interest and attract advertisers. He also writes the advertisements of the magazine which appear in other magazines or are issued as booklets or pamphlets. He must also usually deal with all complaints arising from persons who are dissatisfied with merchandise bought from dealers through the columns of the magazine. All the reputable magazines now guarantee the advertisements carried in their columns.

The editorial writer is thus more than assistant director or manager. He is a coworker. He must help maintain the ethical and literary standards of that division of the magazine world which has to do with business and with its subscribers as buyers of merchandise. He must be a person of fine discrimination and both business and literary ability.

A Typical Advertising Guarantee. A typical form of statement issued by a modern magazine for the security of its subscribers or buyers of merchandise whose advertisements appear in its columns follows.

Such guarantees are made absolutely good by the reputable magazines. The name of the periodical, which in all such cases is made especially prominent, is here omitted:

ADVERTISING GUARANTEE "SATISFACTION OR MONEY BACK"

The Publishers of guarantee the reliability of every advertisement appearing in this magazine.

You may purchase merchandise or food products advertised in confident, if they do not prove satisfactory, your money will be refunded either by the manufacturer or by us. "Satisfaction or Money Back" is our unqualified guarantee.

This guarantee applies whether the purchase is made from the advertiser direct or through your home-town merchant. The only condition is, in purchasing it is necessary for you to state you saw the advertisement in

If you have any cause for dissatisfaction, please communicate with us immediately, giving all the facts relating to the transaction.

THE PUBLISHING COMPANY,
..... Advertising Manager.

Magazine Advertising Rates. The cost of advertising in the largest magazines has been already indicated, in comparison with newspaper costs. Following are the advertising rates of a magazine that may be considered a fair average of the magazines of national circulation:

RATE CARD

SCHEDULE IN EFFECT NOVEMBER 5, 1916

Rates:—Display Advertising, per agate line, \$3.00. Page (672 lines), \$1,680.00. Half page, \$840.00. Quarter

page, \$420.00. Fourth cover page, four colors, \$2,800.00. Inside second and third cover pages, three colors, \$2,400.00. Four colors, \$2,600.00.

Circulation: — 600,000 copies average net paid per issue,

GUARANTEED.

Distribution: — Mailed monthly to 32,586 Post Offices in the United States, also to Canada, all U. S. possessions and 51 foreign countries.

Closing Date: — First day of second month preceding date of issue.

Date of Issue: — Mailing begins on 10th of month preceding date of issue. All copies in hands of subscribers by first of month of issue.

Measurements: — Size of type page, 9 x 12 inches; width of column, 2¼ inches; four columns to the page, each 168 lines deep.

Cash Discount: — Cash Discount is 3%. Orders may be sent through any reliable advertising agency, or direct to the publishers.

Changes and Cancellations: — Must be received by us not later than the 25th of third month preceding date of issue. Orders for color pages are not subject to cancelation.

Foreign Magazine Advertising. Most magazines carry what is called foreign advertising; that is, advertisements from manufacturers and dealers in distant localities. The larger part of this comes without solicitation through the ordinary agency. The agencies are listed as "recognized" and "unrecognized" in the Publishers' Association Blue Book. Thus it is easy for the magazine to decide whether to accept business coming from distant places. A small portion, however, of foreign business is solicited by the magazine's own representatives and the usual form of or-

ganization to secure such business is indicated, in its chief positions, on this page. This organization is nominally under the control of the advertising director, and yet its activities are often so far removed that the director may be chiefly concerned in handling the material thus secured.

The few important positions of this outside business may be characterized briefly as follows:

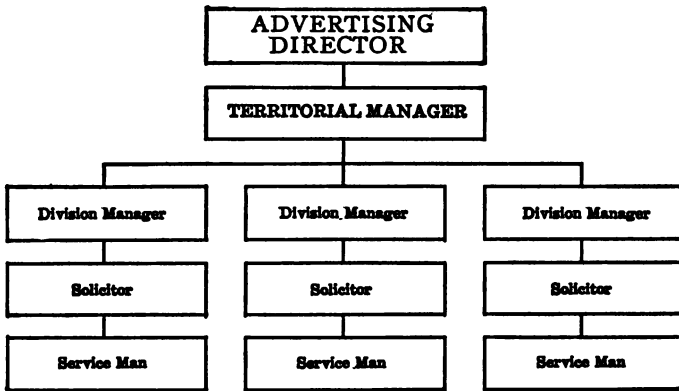


DIAGRAM OF THE LEADING POSITIONS IN FOREIGN
MAGAZINE ADVERTISING

The Territorial Manager has charge of the business of securing advertisements for a magazine over a large territory, such as New England, the South Atlantic states, or the Middle West. Thus a large magazine may have several territorial managers, who, through division managers, supervise the work of service men and solicitors.

The Division Manager has charge of the work done

in a large city or restricted locality. He is the head of the foreign office of the magazine and is in immediate charge of service and soliciting. There may be as many division managers as there are foreign offices maintained by the magazine.

The Service Man prepares the way for soliciting. He goes out in a locality to interest business men in advertising in general. He also prepares advertisements for those who wish it, or for those whom he wishes to show how to advertise.

In a small office the head with clerical help may meet the duties of managing, serving, and soliciting; but in most offices these forms of work are quite clearly divided and performed by several or more persons. Each position calls for considerable ability, experience, and extended study of local and general business conditions and advertising methods.

Advertising in the Case of the Lesser Periodical Mediums. The magnitude of advertising and of advertising opportunity varies greatly in the case of those periodicals formerly often classed with the newspapers but now considered in the main as of magazine nature. Some such periodicals, like the leading "trade papers," have well organized publicity departments, employing often a considerable number of people. Others have no separate departments and frequently but one or two persons doing advertising work. Most of such publications suffer in a measure from the interest advantage of the local paper and the prestige of the high-class magazine. The advertising possibilities of

the lesser periodical mediums have already been indicated in Chapter III, on "The Mediums of Advertising."

CHAPTER VII

THE ADVERTISING AGENCY

The Advertising Agent. The advertising agent is essentially a salesman. He sells advertising to the manufacturer, wholesaler, or retailer who may not conduct a publicity department in his business or who may wish to secure additional service in bringing his merchandise to public attention. The agent has long existed, and is increasingly demanded under modern conditions in which the individual advertiser may be ignorant of the best mediums and methods for his particular products. Many times he must consult an expert in all that relates to advertising,— and such the advertising agent has now become. He is no longer a jobber, simply turning prepared material over to newspaper or magazine and collecting from it his percentage of money expended. He becomes a discriminating and responsible middleman between the dealer and the publisher, having a high ethical obligation to each to bring the right kind of business in full measure. He is employed regularly in local advertising, but his service is especially valuable in wide or in national advertising. A man of business sagacity, of large knowledge of mediums and a sense of business opportunity, with a very small office force may place considerable advertising for dealers at good profit for himself. He must, however, be a real salesman and advertiser.

The Advertising Agency. The early advertising agency was practically a one man agency, and even now many are little more. There are about five hundred advertising agencies in this country. Many of them are large organizations with branch offices in large centers of trade, occupy places of high standing in the business world, have national reputations, and handle millions of dollars' worth of advertisements each year. Indeed, they lead the way in the expansion of modern business.

The general plan and work of publicity agencies, large and small, the country over, are essentially the same; each, however, is characterized by the spirit and qualifications of its dominant workers, or of its staff of leaders.

A few agencies of very high professional standing do not solicit business at all. Following the custom of the so-called learned professions, they deal with business coming to them, taking only such as they wish to handle.

The functions and service of the agency, its organization, and its opportunities for advertising men are the subject matter of this chapter.

The Natural Features of the Advertising Agency. The natural features or divisions of the advertising agency are shown in the diagram on page 92. There are three major divisions of work essential to every agency, indicated in the large parallelograms of the figure, the soliciting department, the construction department, and the medium department. The first division seeks business from prospective advertisers and

material for the preparation of advertisements. The second constructs advertisements from this material or, in some cases, from information secured in advance for the purpose of gaining business by showing prepared advertisements to prospective clients. The third department negotiates for space with the various mediums and secures the proper insertion of publicity

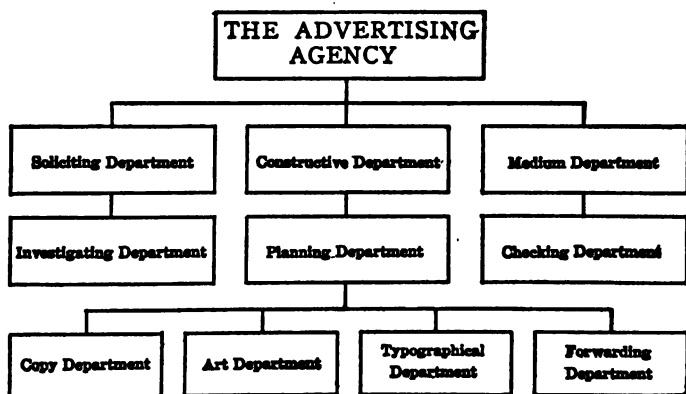


DIAGRAM OF THE NATURAL FEATURES OF THE
ADVERTISING AGENCY

material. These three functions constitute the service of the agency, large or small.

As has already been said, one man, with clerical help, may attend to these essential functions; many agencies have simply this triple organization, three different men heading the three essential departments. In such cases the lesser functions, indicated in the other parts of the diagram, are attended to by the three leading departments without subdivisions.

The large, effective agency, however, has eight or ten departments, as shown in the diagram. In addition to soliciting advertising business, preparing advertisements, and placing them in various mediums, there are very important lines of work which call for special departments and workers. Before business is solicited, especially in the large community where a business may not be generally known, it is necessary first to learn whether the merchandise carried by a firm can be advertised successfully, what the best methods in each case are likely to be, what the conditions of competition are, and whether the goods can be produced in increasing quantity when suitably advertised. When a firm is well known this information may be secured after the solicitation of its advertising. The plan man, or the planning department, determines from the material secured by the investigating department the best mediums and the best statements for reaching the public, and in general many of the details of particular advertising. The copy department constructs the written part of the advertisement from the material previously secured, and the art department provides suitable illustration. The typographical department assembles the copy and designs and gives directions for the printer. The proofs from this material are taken in hand by the rate man or by the forwarding department, and sent to the selected papers, magazines, or other mediums. The checking department records the date of each advertisement, its general appearance, satisfactory or otherwise, and the amount of space it occupies in the medium.

The Advertising Agency Staff. The heads of the divisions above described, and indicated by the diagram, constitute the staff of the organization. Their professional ability, training, and integrity, their full understanding of the part that advertising plays in modern business, and their appreciation of the high public service of advertising, determine the success and standing of the agency.

The routine duties under these heads are quite similar to routines in other fields of advertising, such as have already been described in Chapter IV, on "Retail Advertising." They include writing advertisements from material collected from advertisers, of conducting correspondence, of various clerical duties, stenography, and typewriting.

More emphatically than in other fields of publicity the work of an advertising agency falls into the two divisions of soliciting and service, or getting business and attending to the conduct of its details. Soliciting, in importance and in earnings, is limited only by the advertising possibilities of a locality, district, or country, and by the mediums whose use an agency may command. The opportunities on the service side, however, are limited to the prevailing conditions and pay in the usual office routines of the larger kinds of business in a community.

The employees of an agency are drawn from the advertising departments or other business departments of ordinary manufacture and trade and from business schools and colleges.

A few leading positions in the agency, those of the

plan man, the solicitor, the rate man, the copy writer, the layout man, and the art manager, deserve special treatment.

The Plan Man. From information gathered in advance by an agency about the business of a client, prospective or already secured, it becomes necessary to form a definite and particular plan of advertising for that client. The plan may center upon a leading idea, a predominant quality of an article of merchandise, an especially efficient form of service, or other feature most likely to attract public notice and to produce the volume of sale desired. The plan may be simple, supplying a temporary service only; or it may involve a large, extended campaign, entailing the expenditure of many thousands of dollars for advertising purposes. In any case it is the central, most important part of the work done by an agency. Aside from soliciting business, all else consists in the working out of prescribed details.

The so-called plan man, then, is usually the owner, head, or chief official of an agency. His personality, methods, and power to organize a publicity campaign characterize the agency and commend it or discredit it in the business world. He must understand prevailing trade and financial conditions, times and seasons, extent of competition, the temper of the public mind, and the psychology of advertising.

If a salaried official, the earnings of the plan man will rank with the highest in the advertising field; if he is the proprietor of the agency, his earnings will be the net profit of business.

The modern advertising agency is practically a growth around the plan man. Agencies have usually been organized by one man or a group of men who have served in the advertising departments of various lines of business or manufacture, and who may have been especially successful in planning and conducting publicity work.

A good advertising man is a much better judge of the best way to advertise any given article than the man who made it, other things being equal. Of course, some manufacturers are born advertisers, and some have achieved greatness in it, but most of them have had success thrust upon them by some competent, experienced advertising man, who may be the advertising manager, but who is far more likely to be a man in an advertising agency who has both natural bent and much experience to guide him.¹

The Agency Advertising Solicitor. The duties of the agency solicitor are peculiar in seeking to place rather than to publish advertising. The solicitor seeks to handle publicity for the seller of goods, to secure it for presentation to the public in the proper mediums and localities. He must present the power and responsibility of the agency so strongly as to secure the confidence of the business man, while at the same time he must seek only such advertising as may be legitimate and acceptable to the mediums employed. Frequently he is obliged to persuade the business man that advertising pays and that the service of the agency is advantageous or essential.

¹ From "The Business of Advertising," by Earnest Elmo Calkins.

The solicitor should have business ability, extensive information upon business conditions, great persistence, and unfailing tact and courtesy. Usually he is the only representative of the agency known to the advertiser.

The Rate Man. Some person in an organization, firm member or employee, must be responsible for all necessary information about the mediums of advertising. He must know the nature of a periodical, for instance, the character and magnitude of its circulation, its advertising rates, and the discounts and commissions it will allow on advertising placed in its columns. The person who secures this important information is called the rate man. His best service to the agency consists in selecting tactfully and wisely such mediums as it may most profitably employ for the various kinds of publicity matter passing through its offices.

Frequently the rate man has the duty of forwarding prepared advertising matter to the mediums selected.

The Copy Writer. The place of the copy writer in the agency is especially important. Frequently an advertisement must be prepared from material secured in advance of any contract for business, to show a manufacturer or dealer how his merchandise should be presented to the public. The agency assumes the responsibility not only of an efficient plan of publicity for a client but for an artistic and properly worded statement about every article that is for sale, and for such a carrying out of details as shall increase the business and prestige of the client.

Hence the copy writer must be one of the best minds of the firm, careful of the client's reputation, wise in statement, alert to every novel method of featuring an article of merchandise, familiar with the desires and habits of speech of a locality, and thoroughly in accord with the standards governing the service of the agency.

The Layout Man. Some one person in an agency, who in the small organization may be the plan man or copy writer, must determine how the space to be used in a chosen medium is to be divided into headline, caption, illustration, and descriptive matter or wording. He must keep the different features of the advertisement in proportion. The natural advertising man has an instinct for "layout." He knows how to impress effectively while calling for the least mental effort on the part of the reader or observer. He can catch a reader off his guard, so to speak, and give him a pleasurable and lasting impression of some article that he may need to purchase at some time. All the persons concerned in the making of an advertisement contribute to its effectiveness — plan man, writer, artist, printer, and others — but the layout man is primarily responsible for its appearance to the eye, for its picture-like effect, and so for its usefulness.

The Art Manager. The art manager is head of the art department. He judges an advertisement from the artistic standpoint, and determines the kind of illustration to be used, as line cuts on coarse paper or half-tones on coated paper, or the color that is most likely to attract attention in a given case. Further, of

course, the art manager supervises all the work and details of illustration. He may have a full organization of artists and assistants, or may employ outside artists, illustrators, and designers, who work in their own studios.

The Platform of the Association of New York Advertising Agents. Sixty-five advertising agencies and agents of New York City have recently organized to establish and maintain right relations among advertisers, publishers, and agents,—the three parties vitally concerned in the service of the modern agency. This organization marks an important forward step in publicity, encourages ethical standards, and discloses the nature and responsibility of the agency. The leading New York publishers have approved the policies expressed in the platform, which is as follows:

The Association of New York Advertising Agents sets forth the following definition of the relations of agents with advertisers and publishers.

This Association believes:

That an Advertising Agency should be an association of specially trained men having expert knowledge of merchandising and advertising, who in composite afford wider specialized information affecting advertising than can be profitably employed in the organization of any one advertiser.

That the employment of an Advertising Agency by an advertiser is necessary to obtain the best results from advertising.

First — That he may benefit by this specialized information.

Second — That he may have an outside viewpoint denied to those engaged in the continuous promotion of a single business or kindred businesses.

Third — That he may have an agency do for him the vari-

ous detailed work essential to successful advertising, which work an agency can do better and more economically.

That an Advertising Agency's special knowledge of merchandising should embrace

1. Varied experience in many markets.
2. Familiarity with merchandising methods in each.
3. Knowledge in distributing methods.
4. Experience in displaying goods.
5. Acquaintance with kindred problems affecting the adequate depicting of the product to be advertised.

That an Advertising Agency's special experience in advertising should embrace knowledge of

1. The relative value and cost of various advertising media.
2. Methods of presentation — written and pictorial.
3. Mechanical methods — including art, engraving and printing processes on the one hand and the adaptability of these various methods to particular media on the other.
4. Supplemental literature — catalogs, booklets, circulars, displays and follow-up methods.
5. Checking and billing.

That the advertiser should safeguard the success of his advertising by examining carefully the fitness of the agency he employs from the standpoint of both experience and equipment.

That the publisher should minimize the chance of the employment of incompetent agencies by strictly limiting the recognition of agents to those who demonstrate their fitness.

That before beginning advertising the advertiser should guard against failure by insisting on a thorough acquaintance by the agent with merchandising conditions in his field as well as with his merchandising methods.

That the agent and publisher should advise the advertiser against advertising without adequate preparation.

That the advertiser should pay the necessary expense of this preliminary work or provide for it in his advertising appropriation.

That the tripartite relation of advertiser, publisher, and agent is necessary to the economic administration of advertis-

ing and that all three parties to it are mutually benefited by it.

That the first obligation of both publisher and agent is to make the advertising profitable to the advertiser.

That the agency's work reduces costs to the publisher and its compensation by the publisher, therefore is justified on an economic basis.

That the curtailment of agency service would decrease the value of advertising and would increase the price of white space to the advertiser by forcing publishers to replace agency service by more expensive and less efficient development work, which obviously could not be disinterested.

That the agency receives no compensation in any sense for soliciting specific business for any one specific medium.

That the agency receives its compensation in the form of a differential from the publisher for these, among other, specific reasons:

1. For the service it renders to the advertiser, which increases the productiveness, value, and continuity of the advertising.

2. For the guarantee of accounts—which in few other businesses involves so great financial responsibility in proportion to its profits.

3. For the creation and development of new business, in accordance with the economic law, which in every business fixes prices to include the development expense.

That the publisher should make recognition a certificate of good business character and of financial responsibility and an indorsement of efficiency, so that authorization to do business may rest on a sound basis.

That having granted recognition to the agent and indorsed him as qualified to render service to the advertiser, the publisher has a right to investigate the quality of the service rendered.

(This declaration is made with the specific reservation that the publisher, being interested, may not properly be judge of the media used.)

That the right of the publisher to investigate service entails the obligation to see that service is rendered.

That the publisher owes it to the advertiser and to such agents as live up to their obligations to advertiser and publisher to limit or withdraw recognition from those agents who do not live up to these obligations.

That the publisher should determine the right of an agent to continued recognition on the basis of the adequacy of the service rendered to the advertiser.

That the publisher should make public the names of all enfranchised by them, and that no differential be allowed to others than those whose names are so published.

CHAPTER VIII

OPPORTUNITIES IN SPECIAL FORMS OF ADVERTISING

The preceding chapters of this volume have dealt with the large, main divisions of the field. In these divisions are found usually the largest interests, financial and otherwise, the most variant opportunities, and the greatest number of workers. The present chapter aims to show briefly the nature and extent of the smaller, special forms of advertising that have grown largely out of modern conditions, such as specialization in manufacture and trade and the extension of publicity methods to the lesser activities of business or to other lines of effort. Yet each of the divisions here presented is of growing interest, and some, such as agricultural advertising, are of very great importance and offer high opportunities for service. Volumes have already been written upon several of these divisions, as "Poster Advertising" by Mr. Herbert Cecil Duce, but here they can only be characterized and shown in their relative importance in the great field.

The special forms of advertising, of which even a larger number might be enumerated, as genius, enterprise, and necessity in manufacture and trade are continually devising new forms of merchandise and new methods of reaching the public, are mainly the following:

Agricultural Advertising,
Specialty Advertising,
Street Car Advertising,
Poster Advertising,
Directory Advertising,
Printing Advertising,
Lithographing and Engraving,
Motion Picture Advertising,
Financial Advertising,
Bill Posting,
Sign Painting,
Lettering,
Publicity Designer,
Community Advertising,
Public Service Advertising,
Theatrical Advertising,
Advertising Counselor,
Legal Adviser in Advertising.

Agricultural Advertising. In Chapter III, on "The Mediums of Advertising," the increasing possibilities of country advertising have been presented. Agricultural advertising is a more special term having to do with farming and the related industries. It has followed the development of agricultural wealth, which has grown from about \$5,000,000,000 in 1850 to more than \$55,000,000,000 at the present time, with a phenomenal increase of over \$33,000,000,000 within the present century. In most farming communities the luxuries of life have followed the necessities. The farmer is now taking one-half the automobile output of

the country and more than half of the pianos manufactured.

The advertiser to-day spends millions of dollars to secure the farmer's trade; the large advertising agencies have agricultural departments, or groups of workers interested only in reaching the farming communities.

The distinction between agricultural advertising and other publicity work is becoming less and less marked, since farm life is becoming less isolated from the large community, and the schools and the periodical press influence all life toward the same habits of thought. Much of the advertising matter appearing in the farm paper is the same as that carried by other papers and magazines, both in illustration and descriptive text.

Firms manufacturing or selling articles used in the country districts, such as farm implements, nursery stock, seeds, fertilizers, dairy and poultry supplies, household wares, furniture, ready-made clothing, and proprietary medicines, provide most of the opportunities for service in agricultural advertising. Dealers in specialties for personal use and the mail order houses belong in this field also, and some of their advertising workers give special attention to it.

The person who wishes to reach a responsible position in this kind of work must understand country life and conditions. He should make an intensive study of selling in rural communities, and would profit by experience as agent or "canvasser" in the country.

In other words, he might enter this field from the specialty field. The worker must know his merchandise, the class of buyers whom he wishes to reach, and any peculiar methods that may be necessary to accomplish that effectively. He should know the problems of the country storekeeper and of distribution over wide territories.

The routine worker in this field will find no special requirements necessary beyond those of most advertising offices.

Agricultural advertising offers good pay and an encouraging outlook for permanency because of the steady increase in agricultural wealth and improvements and growing interest in country life.

Specialty Advertising. This term embraces a very great and steadily increasing number of articles of merchandise which are used as publicity mediums, first sold direct to advertisers in quantity at low rates and then distributed freely by them to secure trade.

This division ranks next to agricultural advertising in annual expenditure. It is usually understood to include the following mediums or merchandise:

Signs, for indoor or outdoor display.

Calendars, for the office, factory, or home.

Leather goods, usually regarded as personal mediums, such as pocket-books, diaries, or memorandum books.

Miscellaneous specialties, originally called "novelties," such as desk or personal articles in metal, celluloid, or cardboard.

Specialty manufacturing, as an aid to publicity, in this country is a growth of about twenty-five years. One of the first articles so put out was a school bag bearing a bank advertisement stamped upon it, and given away to school children. The capital now invested in the making of specialties in the United States is more than \$30,000,000.

These specialties, with name and advertising matter to suit the business of the user stamped or printed on each article, are sold direct to the user, by traveling or local salesmen working usually on a commission but sometimes on a salary. The commission ranges from five to twenty per cent., as orders are taken for small or large quantities.

It is plain, however, that specialty advertising, with its large capital and possibilities, is chiefly a matter of the manufacture and sale of articles which become mediums for local and national advertisers. It provides little opportunity for genuine publicity work. The manufacturer depends in the main upon the salesmen to get business, and the articles handled are rarely of a staple kind, that can be sold and made of value by the retailer year after year. An important exception, of course, is the art calendar which increases in value as a medium. The specialty salesman must frequently handle one novelty after another, and must have versatility as well as tact and business sense. He is essentially an advertising solicitor in a particular restricted line.

Street Car Advertising. The street car as a medium of publicity and the few large street car adver-

tising companies which control this medium have been treated in Chapter III, on "The Mediums of Advertising." The companies merely sell space and handle the prepared advertisements of manufacturers and business men. For this work managers, solicitors, and office employees are necessary, as in other publicity offices. The street car company takes charge of placing in the cars the cards or posters used and of keeping records of all the business so conducted. Each company also usually advertises its service or the attractions along its route. All these duties may be combined in one office or performed separately.

Poster Advertising. This is the oldest and the most conspicuous and effective form of publicity. A rough drawing, a picture, a costly art illustration, a phrase, or a sentence is made to convey an idea and leave a permanent impression in the minds of millions of people. The poster appeals to every one; it is obtainable by all advertisers; it is an inexpensive form of publicity.

There are numerous poster advertising companies, and a "*Poster Advertising Association*." Many printing and lithographing companies specialize on poster work. It is associated, of course, with both billboard and street car advertising.

An editorial in *The Poster* for April, 1916, expresses the prevailing opinion about this form of advertising, as follows:

Advertisers, great and small,—manufacturers, producers, jobbers, wholesale and retail dealers,—including the retailer in

the small city or town, are now a unit in their belief in the potency, power, and permanency of poster advertising. The artists, who are looked to for the production of the increasingly beautiful and artistic designs for the poster of the future, likewise manifest their faith in the medium which has had a startling renaissance,—show their faith by a growing devotion in their work to the new ideals that have been established. All elements affected in the business of poster advertising recognize its upward trend,—recognize the fact that it is the most easily obtainable, adaptable, and productive medium now available for complete and speedy distribution of any legitimate article of commerce.

The poster companies send out salesmen, or solicitors, as do the specialty companies. They also employ designers, photographers, artists, copy writers, and routine workers. Earnings are good and the field an expanding one.

Directory Advertising. The directory has accompanied the growth of trade and industry since the American Revolution. At the very first it was recognized as an important medium of publicity. Its relative importance is less at the present time, however, because of the multiplication of mediums.

The early directory was merely an imperfect alphabetical list of names, addresses, and occupations. The first printed in Boston, in 1789, a pamphlet of fifty-six pages, had such entries as the following:

“Homer, Michael, bricklayer and mason, near Oliver’s dock.”

“Butler, Mary, boarding house for gentlemen.”

“Hancock, John, Esq.: Govenour.”

To such simple lists have been added, “classified

lists " of every kind of business, street directories, maps, and pamphlets giving miscellaneous information, down to the " World Almanac and Encyclopedia."

The following statement, contributed for this chapter by Mr. Charles D'W. Marcy of Sampson and Murdock Co., Boston (Established 1846), is a comprehensive presentation of directory advertising:

The essential difference between a directory and other advertising mediums is its reference nature. Display and attention values are not as important in directory advertising as that the advertiser should be prominently listed under every heading where a buyer might look, and refer to a descriptive space giving such information as a buyer wants at the time he wants to buy. The long life, universal accessibility, and reference nature of the directory are its strong points as an advertising medium.

In 1898 an association was formed by the leading directory publishers of the country, called the "*Association of American Directory Publishers*" and having as its objects the improvement of the service rendered by directories by the interchange of ideas, more regular employment of men, and the protection of the public against fraudulent directories. At present its forty members publish ninety per cent. of the city directories in this country and Canada. By exchanging ideas and united effort directories have been standardized in many particulars, and the business improved greatly. This organization forms one of the Departmentals of the "Associated Advertising Clubs of the World."

Most directory publishers issue a series of books, so they can put a large enough force of trained men into a city to compile and issue the directory while the information it contains is still fresh, and then move on to another city. In this way they are enabled to keep a permanent force of skilled men, who become expert in the business of gathering and compiling information.

The work is naturally divided into the information getting and compiling end, and the advertising and selling end. The men become specialists on one or the other, according to their gifts and training. Pay for the information getting varies somewhat, but compares well with that for other skilled occupations. The salary of a real advertising salesman is limited only by his ability to get results. As the work keeps a man out of doors it is healthful, and the scene is shifted frequently enough to avoid monotony, the average campaign in one city running from four or five weeks to several months. Most directory publishers have frequent openings for high-grade men.

From the nature of the case the field is non-competitive, as two directories clearly cannot exist in the same city.

Printing Advertising. Great sums of money are spent to perfect the physical appearance of advertising; accordingly some printing concerns specialize on advertisements, or even on a particular kind, such as the calendar. Such companies usually do high-grade work and get the best business in their localities. As a rule they demand higher training and skill on the part of their employees, pay better wages and salaries, and offer more permanent employment than does the printing trade in general.

Under the same encouraging conditions, some lithograph companies and engravers specialize on advertising work.

Motion Picture Advertising. This new means of publicity is in its beginning, but it has immeasurable possibilities. Much of the advertising appearing on the screen is plainly of an advertising nature, both of local and foreign business and industry. Much of it, however, is veiled in the story or "scenario," so that

an audience unconsciously carries away a lasting impression of some article, fact, or idea that may be of future interest. Thus, for instance, automobile manufacturers have stories prepared centering around the automobile, for presentation on the screen. Furthermore, every important industry has reels manufactured showing its work and processes. The schools use the moving picture to teach geography and history, and other agencies strive in this way to teach ethics and morals. Political parties and managers resort to the screen to present candidates and principles, and recently the film has been used extensively in this country in the interests of "preparedness," for recruiting the army and navy, and for the selling of "Liberty Bonds."

Lantern slides have become an important adjunct to motion picture publicity. Such slides may present advertising of a national character, such as of toilet or other articles that have a very wide use, or of a purely local character.

The motion picture industry at the present time supplements the press most effectively, and is comparatively free from monetary or other secular influences. It is now subject only to the edict of public opinion, a condition controlling advertising matter as well as scenarios meant merely to entertain and instruct.

The various film companies have publicity departments, to advertise their theaters, and there are motion picture publicity advisers in some of the large cities.

Financial Advertising. Banks and other financial institutions do less advertising than most other kinds of business, since the public seeks them in self-interest

and they have less competition than is found in trade in general. Yet the large banks have publicity departments, usually employing a manager and several office assistants. The work of such a department includes the preparation of pamphlets, leaflets, and general financial statements, meant for the patrons of the bank and for the public, and the insertion of brief advertisements in the local press. Sometimes the department includes a solicitor who goes out to secure depositors or patrons for the bank.

Bill Posting. Most lines of manufacture and business employ what is called "outdoor advertising," that is, painted signs, posters, electric display at night, and more or less elaborate advertisements on billboards, fences, and the walls of buildings. This provides employment for a large number of people on the physical side of the occupation, erecting signs. The usual term, covering most of the outdoor forms, is "Bill Posting." There are bill posting companies in all large communities, which erect stands on leased or vacant lots, in city and country alike, and rent space to advertisers. They put up the bills, posters, or other material furnished by the advertiser, and charge according to time, space, and locality.

This form of publicity is profitable in most places, sometimes amounting to a monopoly in a locality. It is impossible to tell how much money is spent annually in this way. One large milling company, for instance, has at the present time over thirty thousand outdoor signs scattered through the country.

The manufacturer or dealer sometimes sends his own

employees out to erect signs, and the advance agent for an amusement company may employ a local bill poster or himself paste bills on spaces secured for the purpose.

Sign Painting. In every town or city of size there are sign painting shops or individual painters of commercial signs. Ordinarily they design and paint signs from the copy or other material brought in by the advertiser. The shop may employ a solicitor to go out and secure business, or send a man to a fair or exposition to paint signs for exhibitors upon the ground. The large retail store usually employs a sign painter for indoor work, in its publicity department.

The earnings of this form of publicity are sufficient to attract persons of artistic skill and training.

Lettering. Lettering may be associated with sign painting. More often, however, individual letterers go about from building to building, upon orders received, and paint names or other business information on office doors and windows. This work is usually done by men of natural skill rather than of much training. The pay depends upon the steadiness of employment, the charges being according to the numbers of letters painted or the form and design employed.

Publicity Designer. A person of artistic ability and training may conduct an office as special publicity designer, seeking clients among the business men of his locality. He may do work for these men upon material or ideas brought to him, or himself create such forms of design and illustration as would best serve them in advertising. Many companies employ such

private experts upon occasion, while others have one on their regular advertising department payroll. In the large community a designer of merit finds steady work, in his own office or studio, of a highly profitable sort.

Community Advertising. In recent years, with the growth of modern communities and the free movements from place to place of business and industry and even of large numbers of people, what may best be called community advertising has appeared. A town or city in any part of the country which wishes to increase its population and prosperity and believes that it has natural, financial, or other advantages to offer to attract people, industries, and capital, may advertise these advantages in a special campaign or by steady, systematic methods. Such publicity differs little from that of a great business. A "publicity bureau" may be established, under the town or municipal government or directly under a mayor's office; a chamber of commerce or a board of trade may have a subcommittee on publicity, to work in the material interests of the community; or a private organization of manufacturers and business men may form a bureau for community advertising.

Usually the ablest advertising men in a locality are sought as directors or advisers in these undertakings. Frequently such men are unpaid, but the active, responsible manager of such a bureau, who may be under contract for a term of years, and routine office workers are paid at prevailing local rates.

The director of community advertising must have ample business experience and knowledge of economic

conditions, wide reputation for ability and integrity, and be thoroughly grounded in the principles and practice of modern advertising. Above all he must have a deep sense of the responsibility of public service.

Public Service Advertising. A public service corporation, like a steam railroad or an electric railway, usually maintains a publicity department to present the work and advantages of the corporation to the public. This duty may be performed by a member of the company or under the direction of a publicity expert. It consists in forcefully setting forth the leading facts and reasons for patronage and public confidence, rather than the handling of many publicity features. In the larger and newer communities of the country, however, as in the West, such corporations may have highly organized publicity departments. They then frequently send out literature, exhibits, and teachers, to arouse the public to increased patronage.

Theatrical Advertising. The publicity work connected with a theatrical or other amusement company is considerable. A local theater or a chain of houses usually employs a manager and sufficient office force to attend to all necessary features of advertising. The manager may be the proprietor or one of the owners of the concern. He must understand local and general business conditions, the problems of the theatrical business, and methods of advertising suitable for the field.

The publicity manager of a traveling company usually travels one or two weeks in advance of the company, and does local advertising in each community, preparing the way for the performances that are to follow.

In most cases advertising of this kind is seasonal. The large metropolitan theaters are closed during the summer months, while the traveling amusement companies are rarely on the road the entire year. The circus, for instance, remains in winter quarters for some months. The large local company may pay a salary high enough to cover the idle season; but the small company cannot, so that its publicity man may have to engage in some other business a part of the time. The vicissitudes of traveling and the uncertain earnings connected with this form of amusement purveying make advertising work in it less attractive. In either case it is generally persons interested first in the theatrical business, and showing the requisite ability, who become its publicity workers.

Advertising Counselor. A man who has had considerable experience and success in publicity service, as well as in other forms of business activity, may open an office as an expert advertiser or counselor in advertising. There are a few such offices or men in the larger centers of trade, and the number is likely to increase steadily. In many cases beginners in business enterprises and firms that do not wish to carry an expensive advertising force consult such men as to policy and method in advertising. If the counselor actually handles the work in which he gives advice he becomes an agent, and such has been the case with some of the present agencies. The typical method, however, has been that of the busy and successful publicity manager in a department or agency who reaches the point or time at which he wishes to be free from the waging

of campaigns and office detail, and yet to retain a place and interest in the field. He becomes a publicity counselor, and takes his place with the professional men of a community if at any stage advertising becomes truly professional.

The work of the counselor sometimes is like that of an executive secretary or promoter in a temporary business or neighborhood undertaking, such as the holding of a local fair.

Legal Adviser in Advertising. A lawyer may specialize in advertising as to the legality of forms and methods of publicity. He is frequently called to advise the business man or the agency that has to expend large sums of money under changed methods or new conditions.

CHAPTER IX

QUALITIES, TRAINING, CONDITIONS, AND REWARDS IN ADVERTISING

Thus far in this volume the purpose has been to show the nature, growth, and probable future of advertising in the business world, the divisions and extent of the field, the many kinds of mediums employed to reach the buying public, and the various opportunities for employment to be found in publicity work, from the highest positions down through the business routines. It now remains to present its demands upon the individual, the conditions generally recognized as necessary for success, and the rewards that may be found in this department of business,— or the more vital facts that characterize advertising as a vocation.

The Qualities Necessary for Success in Advertising. Certain natural qualities are fundamental to successful service in advertising work. These are widely recognized by business men, and the young person who wishes to enter the field should possess some of them, the more the better, in a fair degree. These qualities, of course, belong to the business world also, for advertising is distinctly a form of business. Further, to reach all persons with persuasive news of all sorts of merchandise and service, “almost every faculty of the human mind may be called into play.”

The person who expects to succeed in advertising

should have ability to plan and organize. He should be able to understand a business possibility and to present it convincingly to the public through the usual channels of publicity. He should be a clear, simple, and forceful writer. He should be both conscientious toward his firm or employer and appreciative of his responsibility toward the buyer of merchandise.

Advertising men consulted in the preparation of this chapter suggested or agreed upon the definite qualities that appear in the following list. The most conspicuous personal qualities, placing first the needs of the higher position in real advertising work, are:

1. *Constructive foresight*, or organizing ability, to plan general advertising, a special campaign, or the building up of a department or of an agency.
2. *Executive ability*, to carry out plans and policies or to direct an organization.
3. *Originality*, to give one's advertising work or the publicity of a firm distinctive character.
4. *Knowledge of human nature*, to say the right thing to the right people in the right way, — to understand the psychology of advertising.
5. *Mental alertness*, to recognize an advertising possibility and to act upon it promptly.
6. *Facility in expression*, to write clearly, simply, and effectively; to prepare material readily and correctly when there may be little or no time for revision or proof-reading.
7. *Imagination*, to see the unaccomplished clearly

and to understand and present possibilities in advertising.

8. *Artistic ability*, for the positions of illustration, design, and decoration.
9. *Versatility*, to work by various methods under changing circumstances or with many varieties of merchandise.
10. *Selling ability*, to know how to present goods to the public.
11. *Business sense*, to understand business conditions and methods, the facts of distribution and consumption, and the interrelation of manufacturer, wholesaler, jobber, salesman, retailer, and consumer.
12. *Ability in research*, to secure facts about merchandise and methods of publicity from all possible sources.
13. *Enthusiasm*, to impress the public with the worth of an article.
14. *Persistence*, to pursue one course until its purpose is accomplished, or a better course is found.
15. *Tact*, to know how to deal with a situation, to act wisely in the every-day conduct of advertising.
16. *Honesty*, to state the truth about merchandise and to create confidence in the public toward a firm or business.

Qualities Required in the Routine Positions. The routine positions connected with publicity, such as those of the secretary, stenographer, clerk, bookkeeper, and

other office workers or outdoor helpers, are the same as in other departments of business, and call for the usual well-known qualities.

Some of these qualities are:

Carefulness,
Accuracy,
Promptness,
Concentration,
Power to master details,
Power to follow direction,
Reliability,
Tact.

Three Essential Divisions of Advertising Workers.

Advertising men usually think of the positions in the field, above the minor and routine lines of work, as follows:

1. *The Buyer*, or user, of advertising copy and space. He is the one who wishes to sell merchandise. He must be calm, cool, cautious, calculating.
2. *The Writer* of advertising, employed by the buyer. He must have selective power, to take the smallest number of facts and make the maximum impression out of them. He must be literary, artistic, imaginative.
3. *The Solicitor*, or seller, of advertising. He must be persuasive, persistent, energetic, a fighter, able to secure business in the face of the strongest competition.

Training for Advertising. One may learn advertising by actual service in it or in related work. This

has been the general method in the past, and even now, with the opportunities for training in modern business schools and courses, the majority of advertising workers drift into the occupation, or seek it, through the natural avenues of entrance.

The chief of these avenues are:

Service in a small newspaper office, either general or soliciting and writing advertisements.

Service in a retail store, either merchandising or selling.

Service as a traveling salesman.

Minor service in an advertising office.

The demands of the occupation, however, are so many and so great that special educational training is becoming more and more advisable and helpful to the highest success. Such training has, indeed, been made possible as a natural result of the great growth of the vocation in recent times.

The advertising courses now found in the schools and colleges are a development of the last five or six years, and have followed both theoretical and practical lines. The organization known as the "Associated Advertising Clubs of the World" has attempted to get teachers and schools to standardize such courses and to specialize in the field according to the best resources of each. Thus the tendency at the present time is toward special courses, such as advertising as a branch of business organization, writing copy, window decoration, or illustration. This is in keeping with the fact that the advertising worker is frequently a specialist, no matter how wide his training may have been. This is espe-

cially true in the case of large advertising departments and agencies where a considerable division of duties and responsibilities becomes necessary.

The Usual Educational Requirements for Advertising Work. The simplest generally accepted requirements for doing work in advertising are the following:

A fairly good academic education, including

English,

Economics,

History,

Some knowledge of science,

Training in accounting,

Training in advertising,

Training in merchandising and selling,

Some knowledge of printing and engraving,

Reporting, or a knowledge of news values.

Typical Courses Given by a Well-Known College of Business Administration. The following statements of courses are reprinted in full from the catalog of a well-known university which has recently established a College of Business Administration. These statements show the scope of the present teaching of advertising:

B-6. Advertising. Two hours each week. 60 credit hours.
Elective.

Advertising considered as a branch of business organization. Analysis of the market, analysis of the goods, theory of advertising; psychology of advertising; comparison of advertising mediums; various forms of advertising; ethics of advertising. Frequent lectures by advertising experts.

During the second term special attention given to preparation of copy and constructive criticism. Advertising technique; catalog and circular writing; methods of laying out copy; estimating the cost of a campaign.

B-7. *Advertisement Writing*. Two hours each week. 60 credit hours. *Elective*.

This course may be taken in connection with B-6, Advertising, or may follow that course.

The writing of copy from commodities studied in the classroom and from outlines given by the instructor. Copy analyzed and criticized in order that important features may be brought out. In addition to constructive criticism of the students' copy, actual advertising matter of commodities is studied. Occasional practice in preparing advertisements for actual use.

B-8. *Mail Order Advertising*. Second term, evening only. Two hours each week. 30 credit hours. *Elective*.

A careful study of the problems of selling through the mail. Consideration of mediums, copy, merchandise, distribution, "follow-up" letters, catalogs, and shipping.

Students are required to do little outside work, but are expected to write copy for several mail order advertisements, to be criticized by the instructor. Special lectures given by men prominent in the mail order field of Boston and other cities.

The Educational Department of the Associated Advertising Clubs of the World has very recently published a report, prepared by the Association of Teachers of Advertising, upon "Instruction in Advertising in the United States." This report shows that in 1916-17 probably about 5,000 students, making fair allowance for figures not given, were enrolled in 107 advertising courses in thirty-two colleges and universities in this country. To this number should be added several thousand students in advertising courses conducted by Young Men's Christian Association schools,

commercial high schools, correspondence schools, and other schools and institutions below the college grade. In most cases courses in salesmanship are associated with those in advertising, and less frequently courses in "marketing" and retail merchandising are given.

The full list of the report appears on the following page.

Statement by an Advertising Authority. Mr. Earnest Elmo Calkins, of Calkins and Holden, advertising agents, New York, has recently spoken as follows in regard to the training in advertising now given by the college: ¹

The college can probably do this just as well as it prepares a man for any other field of work. The college is preparing men for railroading, medicine, manufacturing, retail storekeeping, law, architecture, and other things, or at least college graduates go into these different fields after more or less experiment or lost motion. I do not think that any college is yet prepared to give as thorough a course in advertising as a law school gives in law or a medical school gives in medicine. But even the graduate of Johns Hopkins University, with a degree and with a record of careful work behind him, is mighty glad to accept the position of interne for two or three years to get some actual practice.

Advertising may or may not be a profession. A man does not get an important position in any other business, such as chief clerk, or head of a department in a railroad, floorwalker or manager of a department store, or other line of commercial work, without many years of apprenticeship — sometimes as many as ten, or twelve, or fifteen. So if you consider advertising a business, the time of service is much longer.

In my agency there are eight departments. If one of those

¹ From *Printers' Ink* for January 13, 1916.

ADVERTISING COURSES AND REGISTRATION IN UNITED STATES UNIVERSITIES

NAME OF INSTITUTION	Number of courses specifically in advertising	Increase in number of courses	Number of closely related courses	Total number of students registered in advertising courses (deductions not deducted)
Boston University	3	—	2	63
University of California	1	—	—	—
University of Chicago	6	3	4	151
Columbia University	5	3	2	220
Dartmouth	4	2	6	111
De Pauw University	3	—	—	—
Harvard	3	—	—	33
University of Illinois	1	—	2	40
Indiana University	2	—	2	50
Iowa State College	1	—	1	50
University of Kansas	1	—	—	65
Leland Stanford Junior University...	2	1	—	30
Marquette	1	—	—	—
University of Minnesota	4	1	—	160
University of Missouri	5	—	—	85
University of Montana	1	—	—	40
New York University	14	2	3	820
Northwestern University	6	1	4	233
Notre Dame	1	—	—	35
Oklahoma	1	—	—	10
University of Oregon	5	1	—	270
Ohio University	5	—	—	59
Ohio State University	2	—	—	50
University of Pennsylvania	5	1	—	800
University of Southern California	4	—	—	—
St. Xavier College	1	—	—	35
University of Texas	3	—	3	56
University of Toledo	5	—	—	—
Tulane University	1	—	—	40
University of Washington	4	—	—	56
Western Reserve University	1	—	—	31
University of Wisconsin	6	—	—	480
	107	15	29	¹ 3773

¹ Enrollment figures were not available from California, De Pauw, Marquette, Southern California, or Toledo.

young men approached me for a job it would be pretty difficult for me to know just what he should know, for each department requires a very different kind of preparation. One department requires a thorough knowledge of advertising mediums,—newspapers, magazines, billboards, street cars,—statistics of population, circulation, literacy, and buying power. Another department concerns itself entirely with the proper selling of goods. The men doing this work must have had actual experience on the road and in selling goods behind the counter. Other departments concern themselves with the physical appearance of advertising. These men must know how to write selling copy, how to arrange the type display, how to handle the art work in designing, and must have had a wide range of technical experience in regard to printing, engraving, paper, color work, too infinite to catalog here.

I would say that any young man whose college education had not made him too snobbish to begin at the beginning and accept a small salary, just as men in other professions have to do, who had had experience in a country newspaper office in soliciting advertising, writing copy, and setting type, who had worked in a country store as a clerk behind the counter, and who had in addition sold goods upon the road as a traveling salesman, and who knew how to express all experiences in good, terse English, easily understood by the masses, would be a promising beginner in the work of advertising. After that it would depend on himself.

The Qualifications of an Advertising Manager. The following quotation, from "The Dimensions of a Good Advertising Manager,"¹ by Mr. Harry W. Ford, well states the demands upon the man who is responsible for the conduct of the publicity of a firm:

First, he should have health and honesty. They are funda-

¹ From *Associated Advertising* for March, 1917.

mental things that every man must have if he is going to be successful.

A COLLEGE EDUCATION

The next thing I would look for would be a college education or its equivalent. It is not necessary that a man should be a college graduate to be a good advertising manager, but I like to employ college educated men. They have acquired the study habit and they study in their business. They have a great sense of loyalty to an institution, which is a good thing.

A good advertising manager should have the study habit. I think that is the best habit any man can have. The man that appeals to me is the man that is always trying to be better. There is no other way to be better than to work at it and study it out if you haven't got it.

I would ask for newspaper training. Newspaper work teaches a man to know values; that is, it teaches him to play up the important thing in the best possible way. It teaches him rapidity of work, while at the same time turning out a good quality of work. A newspaper man not only must work fast, but must work well. That is part of modern business. The old adage used to be, "Slow, but sure!" but that is not true any more. The modern proverb is "Fast and sure."

MUST BE "COPY" MAN

Every advertising manager should have good copy-writing ability. I have often heard advertising managers argue they did not need to be copy writers themselves to be good advertising managers, and I have known some advertising managers who were not good copy writers, but I think every advertising manager ought to train himself to be a good copy man. He will better know how to tell other men what to do and how to judge the grade of work others do for him.

The advertising manager should have bargaining, or purchasing, ability. He is a purchasing agent and sales agent as well as publicity agent. He has to buy space in the magazines,

printing and other sorts of advertising supplies, so he ought to know something about buying.

He should have executive ability. He should know how to lay out work for other people and how to train other people to do a lot of work.

NEEDS BUSINESS JUDGMENT

He should have good business judgment, so that he can judge various propositions as they come along.

The advertising manager needs to have a grasp of the fundamentals of art work. He needs to know the arts allied to advertising, such as printing, engraving, etc.

He should know the business whose advertising he is managing. A great many advertising men think advertising is something separate in the business; a kind of department off in one corner. It is the advertising man's business to know as much about the machine being built as the man down in the factory knows. He must coöperate with all departments.

Earnings in Advertising Work. Earnings in the field of publicity are substantially the same as the earnings of corresponding positions in other departments of business. It would be entirely impossible to give more than brief estimates; yet these estimates are based upon prevailing rates of pay in representative communities and upon statements made by numerous and widely separated advertising authorities who were consulted in the preparation of this chapter. The positions involved may be divided into two groups,—those distinctly of an advertising nature and those of ordinary business routine. The routine workers, such as the clerk, bookkeeper, stenographer, typewriter, and secretary, earn mainly from \$12.00 per week to \$35.00,

according to length of service, personal efficiency, the magnitude of the business of a firm, or the prevailing rates of pay in a locality.

The positions which are strictly advertising usually carry an adequate salary, subject to the same determining conditions as those just given for the routine worker. In the small communities salaries are low, as in other lines of business; in the large communities they follow the upward trend of business.

The advertising manager or director may earn from \$1,500 or \$2,000 to many thousands of dollars annually. If he is a member of a firm, as is often the case, or the proprietor of an agency, his earnings are limited only by the profits of the business.

The advertising solicitor may receive from \$15.00 or \$20.00 a week to \$50.00 or \$100.00. In some cases he receives much more. As he usually works on a commission basis his earnings are determined by the possibilities of business in his locality, the prestige of his company, and his own ability to get business.

The salary of the plan man ranks close to that of the manager or solicitor, since it determines in large degree the success of the department.

The advertising writer earns from \$12.00 or \$15.00 a week to \$35.00 or \$40.00. The manager or solicitor or other person, however, may write advertisements in connection with other major work, so that the income from writing may be only a part of one's larger earnings.

The pay of the desk man may be only that of an ordinary clerk, or, on a large daily paper, having hun-

dreds of individual daily clients, it may be as high as \$30.00 or \$40.00 a week.

The artist, illustrator, and designer may receive regular salaries of from \$20.00 to \$100.00 a week, for instance, or they may conduct studios of their own and sell material for its market value to advertisers and agencies. Frequently single pieces of work bring very high prices. They may also enter into prize contests for poster advertising. On the whole the earnings of this class of workers rank between those of the writer and those of the manager or solicitor.

The store window decorator usually earns more than the ordinary clerk or salesperson in the same store. The head decorator may receive from \$20.00 to \$40.00 a week; the decorators under him, from \$12.00 to \$20.00.

Other workers in the department receive pay according to the nature and value of the service rendered, at the rates prevailing in general business offices.

Advertising work is also divided into two classes,—soliciting and service, the first with variable, the second with fixed earnings. But we have seen that the manager and the art worker, also, may sometimes have variable earnings.

The advertising worker usually comes into the vocation through circumstances, opportunity, or inclination, rather than because of the exceptional earnings of the few in the higher positions.

Quotation from an Advertising Authority. One of the foremost authorities in the field of publicity, the

head of a great agency, has spoken as follows in regard to earnings in advertising. The statement shows how uncertain even advertising men are upon this subject:

I should say the limit for an employed advertising man,—by that I mean a man having charge of the advertising of a concern,—is about fifteen thousand dollars. There are perhaps exceptions running up to twenty thousand. I have heard of such.

The larger returns are made by men who own advertising agencies, just as the larger returns in other lines of business are due to ownership.

I should think that the average pay of a successful advertising man ran from fifty to one hundred dollars a week.

It is a very hard thing to give facts about, because, to tell the truth, there are probably advertising men earning every different kind of salary or wages that would apply to any other line of business.

Promotion. Promotion in advertising service has already been indicated in the preceding chapters, in speaking of the various positions found in the occupation, as in newspaper publicity or in an agency. Usually in a department or agency the abilities and inclinations of employees are or may be so well known to the management that a person may be promoted or transferred, for the good of the business and for the good of the worker. The employee who has special aptitude for writing is likely to be given that work; one who is a born solicitor will be sent out to secure clients. Advertising men are progressive to a marked degree and seek the highest efficiency of a corps of workers,—

which arises from putting the right person in the right place and from team work. Managers, indeed, seek for persons of particular tastes and qualifications to build up or improve a publicity department which in a sense sets up an ideal in selection and organization for other departments of business.

Publicity, as has been shown in Chapter II on "The Growth of Advertising," is a later development than other departments of business, and its methods are less fixed. It is now undergoing remarkable expansion and change and offers exceptional opportunities to the worker for suggestion and initiative.

The following statement by a high authority is typical of the attitude of the modern publicity manager:

The tremendous variety and dissimilarity of the problems that confront the advertising man make the vocation one of the most interesting.

The salaries paid are in exact relative ratio to the ability of the individual. Any clerk may become the advertising manager, but in order to qualify he must show an aptitude for his work, the habit of acquiring knowledge of the duties and methods of the fellow one step higher, some knowledge of whether that fellow's work is done right, and last and most important of all, initiative.

The boy just out of school starting in without previous knowledge at five or six dollars a week may develop rapidly or not at all. Whether he does or does not is entirely within his own control; no outside influence can make a thinking man of an indifferent, irresponsible boy, while the boy who responds quickly to suggestions, who has an idea to present now and then, and who is ready to jump into any emergency gets pushed ahead so rapidly that before he is aware he is the object of observation by concerns in no way connected with his but which

are looking for young men with good address, good habits, brains and the ability to use them, and initiative.

Employment Conditions in Advertising. There are no essentially unfavorable conditions in this field of work, which is conducted in the main like that of any other department of business. Yet certain facts may be given as bearing upon one's choice of the occupation:

1. Some of the work done must be done under high pressure, being of the nature of newspaper service.
2. There is likely to be considerable overtime work in most cases, to prepare material for appearance at a set time.
3. Window decorating or display work is usually done at night or before and after the business day.
4. The number of persons in the minor or routine positions is variable according to the seasons of the year, being increased by persons in temporary service for the busier times or for advertising campaigns.
5. Advertising may sometimes entail a temptation to exaggeration, to fraudulent statements concerning merchandise, and to preparing or handling publicity of an objectionable nature.
6. Publicity work attracts the unfit and persons who leave other occupations late in life, since they think it an easy road to success

and suppose that power in the use of language is more important than business instinct, good sense, and faithful application.

Women in Advertising. Women are found in the occupation not only in the routine but in the constructive positions. Their knowledge of certain kinds of merchandise, their knowledge of styles and seasons, their skill in description, their artistic sense, their attention to details, their appreciation of the fitness of publicity, make them especially valuable to advertising departments as writers, assistants, and even as managers. They do not serve to any great extent as solicitors.

Advertising Clubs. There are numerous advertising clubs or other organizations in the larger towns and cities of the country. In most cases these are of comparatively recent establishment. Their existence indicates the progressiveness of the occupation, and means opportunity for the worker for acquaintance outside of his own office or company and for the use of the latest books, magazines, and other means of information. In many cases these clubs have been organized by advertising men to advertise their own towns, but they are now generally taking the nature of occupational and social clubs. The advertising club is of great influence in civic and social betterment in the community, and lends its knowledge and practice in publicity to the public good.

In addition to local clubs and in some cases composed of them there are a few large and well-known national organizations that are of the highest influence upon the conduct of the business of advertising. These organi-

zations have been formed for the interchange of ideas, coöperation in methods and activities, and the setting of standards in publicity. Some of the best known of these bodies are:

The Periodical Publishers' Association, formed by magazine publishers to consider advertising and other features of magazine publication.

The American Newspaper Publishers' Association, organized by the publishers of the leading metropolitan daily newspapers.

The Association of Advertising Agents, an organization of great importance and influence.

The Association of National Advertisers, an organization of the advertising managers of the leading manufacturers.

The Audit Bureau of Circulations, formed by publishers, advertising agents, and advertisers, to study the circulation of mediums and other statistics relating to the occupation.

The Associated Advertising Clubs of the World, the largest of all, made up of about 150 local advertising clubs, and having about 15,000 members. This organization holds a great annual convention, and is becoming the paramount influence in the advertising world.

The National Advertising Commission, an organization of advertising interests, embracing representatives of a smaller but increasing number of local publicity bodies, and being a subsidiary part of *The Associated Advertising Clubs*.

The American Association of Advertising Agencies,

a national organization of the general advertising or placing agencies of the United States, formed in 1917 "for the betterment of advertising, advertising conditions, and for the general improvement of the business."

Laws Against Fraudulent Advertising. More and more in recent years has the public come to demand honest advertising. Manufacturers, business men, and the periodical press have joined in this demand. Business itself recognizes the danger of putting out false and misleading statements about merchandise, not merely of the goods so presented but to trade as a whole. Many foreign countries have established laws against fraudulent advertising, and thirty-four states and the District of Columbia in this country already have such statutes. The Post Office Department closes the mails to publicity matter "concerning schemes devised for the purpose of obtaining money or property under false pretenses." On the whole, necessity, business sentiment, and public sentiment are compelling honesty in this branch of the trade of the world.

A model statute, prepared by *Printers' Ink* and adopted by many of our states, is the following:

Any person, firm, corporation, or association that, with intent to sell or in any wise dispose of merchandise, securities, service, or anything offered by such person, firm, corporation, or association, directly or indirectly, or with intent to increase the consumption thereof, or to induce the public in any manner to increase the consumption thereof, or to induce the public in any manner to enter into any obligation relating thereto, or to acquire title thereto, or an interest therein, makes, publishes,

disseminates, circulates, or places before the public, or causes, directly or indirectly, to be made, published, disseminated, circulated, or placed before the public, in this state, in a newspaper or other publication, or in the form of a book, notice, handbill, poster, bill, circular, pamphlet, or letter, or in any other way an advertisement of any sort regarding merchandise, securities, service, or anything so offered to the public, which advertisement contains any assertion, representation, or statement of fact which is untrue, deceptive, or misleading, shall be guilty of a misdemeanor.

Statement by the President of the Associated Advertising Clubs of the World. An extract from an address delivered by Mr. Herbert S. Houston, President of the *Associated Advertising Clubs of the World*, at the Philadelphia Convention on June 26, 1916, shows that the movement for better laws is led and inspired by advertising men. Mr. Houston spoke in part as follows:

This range of our activities in behalf of believable advertising and honest merchandising has been under the sane and fearless leadership of Merle Sidener and the Vigilance Committee. It has been strengthened greatly this year by the employment of H. J. Kenner, who as executive and field secretary has been forming Better Business Bureaus in many cities and thus enabling the clubs to carry honest advertising laws into honest advertising practice. In passing, let me state that with the enactment of an honest advertising law in Virginia last winter, due chiefly to the vigorous work of our Virginia clubs, the thirty-fourth state was added to the honor roll of states having such laws; and in practically every case these laws have been passed at the instance of the advertising clubs, supported earnestly, let me here acknowledge, by *Printers' Ink*.

With all this work as a background it was felt that the

time had come when we could look our "Truth" emblem in the face and honestly advertise advertising. And what a masterful, continent-spanning campaign has gone forward under the indefatigable and able direction of Chairman W. C. D'Arcy and his committee! All mediums have been used. The first piece of copy was a message on advertising from the President of the United States. In print and paint and poster the truth has been borne to the public that advertising is an essential and dependable and increasingly valuable servant of the public.

Now these particular activities have been directed toward retailers, toward the consuming public, toward legislatures — in a word from within toward the world without. But at the same time there has gone forward a wide range of work, especially educational work, inside the organization. For we stand for the belief that in order to build up general merchandising efficiency with retailers, in order to spread the knowledge of advertising with the public, in order to give the greatest power to advertising as a servant of commerce, we must ourselves be trained. So for years our National Educational Committee, which is made up of the chairmen of the educational committees of all the clubs, has carried on a round of work through lectures and study courses and round tables; through the publication of books which are accepted the world over as authorities on advertising and selling; through work in and with colleges and universities and Y. M. C. A.'s; through an intelligent and vigorous propaganda on libraries to stir them up to serve their business communities — where is there an organization that can point, as can the Associated Clubs, to such serious and earnest work to study and classify and coördinate the experience and practice of its field, to the end that it may be brought into a body of well-ordered knowledge for the instruction and service of oncoming generations? No, not merely for the oncoming generations, but as well for the generations now living and working, so that, please God, it may build wisely in its own brief day for the long future days.

CHAPTER X

ADVERTISING ETHICS

STANDARDS OF PRACTICE ADOPTED BY THE ASSOCIATED ADVERTISING CLUBS OF THE WORLD AND SUPPLEMENTARY MATERIAL

The body of this chapter consists of the "Standards of Practice" adopted by the Associated Advertising Clubs of the World at their annual convention at Toronto, Canada, in 1914. The divisions here made present a complete survey of the field of advertisers and of mediums, and these "Standards" show clearly the high ideals that now actuate the leaders in the advertising world and that affect in an increasing degree the service of the rank and file.

Preamble:

REALIZING that advertising has come to mean service to mankind, and that Reciprocity is the greatest force in promoting the cause of human brotherhood and the world's progress, and

BELIEVING that the new humanism in business demands recognition of the fact that all men are interdependent and have international responsibilities which can be best conserved by setting up ideals of conduct, and

WISHING TO SECURE TO SOCIETY a Code of Advertising Ethics by means of which the members of each

department of advertising can gauge their own conduct and also that of their fellows.

NOW THEREFORE, we, the members of the Associated Advertising Clubs of the World, in Tenth Annual Convention assembled, at Toronto, June 25, 1914, do acclaim and publish the following Standards of Practice for the various departments represented at this meeting, and do individually pledge ourselves to cooperate one with another in living up to them as the best Standards of Right Action now attainable for all those engaged in the Business of Advertising.

Committee:

WILLIAM H. UKERS,
New York.

MANLY M. GILLAM,
New York.

The following are the "Standards of Practice" as adopted by the various Departments of Advertising on Tuesday, June 22, and which with the foregoing preamble were adopted as a whole by the entire Association on Thursday:

AGRICULTURAL PUBLICATIONS

Believing that the growth of farm publications, both in a business way and in their usefulness to the farm reader, depends upon certain fundamental practices, the wisdom of which the agricultural publishers generally recognize, we set forth the following as an exposition of those practices:

1. To consider the interests of the subscriber first in both editorial and advertising columns.

2. To conduct our editorial columns with truth in a fearless, forceful manner, and in the interests of better farming conditions and better farm home conditions.
3. To keep them clean and independent of advertising considerations and to measure all reading matter by its worth to the subscriber.
4. To decline all advertising which is misleading, which does not conform to business integrity or is unsuited to the farm field.
5. To pledge ourselves to work with fellow publishers in the interests of all advertising and the ultimate success of the advertiser.
6. To accept cash only in payment for advertising and to maintain the same rates and discounts to all.
7. To allow agent's commission to recognized advertising agents only, and under no circumstances extend the concession to the advertiser direct.
8. To make editorial merit of our publications the basis of circulation effort.
9. To supply advertisers and advertising agents with full information regarding the character and extent of circulation, including detailed circulation statements subject to proper and authentic verification.
10. To avoid unfair competition and confine our statements regarding other publications to verified facts.
11. To determine what is the highest and largest function of the field which we serve, and then to strive in every legitimate way to promote that function.

T. W. LEQUATTE,
Des Moines, Ia.

FRANK W. LOVEJOY,
Racine, Wis.

BUSINESS PAPERS

The publisher of a business paper should dedicate his best efforts to the cause of Business and Social Service, and to this end should pledge himself:

1. To consider, first, the interest of the subscriber.
2. To subscribe to and work for truth and honesty in all departments.
3. To eliminate, in so far as possible, his personal opinions from his news columns, but to be a leader of thought in his editorial columns, and to make his criticisms constructive.
4. To refuse to publish "puffs," free reading notices or paid "write-ups"; to keep his reading columns independent of advertising considerations, and to measure all news by this standard: "Is it real news?"
5. To decline any advertisement which has a tendency to mislead or which does not conform to business integrity.
6. To solicit subscriptions and advertising solely upon the merits of the publication.
7. To supply advertisers with full information regarding character and extent of circulation, including detailed circulation statements subject to proper and authentic verification.
8. To cooperate with all organizations and individuals engaged in creative advertising work.
9. To avoid unfair competition.
10. To determine what is the highest and largest func-

tion of the field which he serves, and then to strive in every legitimate way to promote that function.

W. H. UKERS,
New York.

A. C. PEARSON,
New York.

F. D. PORTER,
Chicago.

A. A. GRAY,
Chicago.

DIRECT ADVERTISING

Every advertising Manager or Business Executive in charge of merchandising establishments, also every advertising councilor in dealing with his clients, should dedicate his best efforts to make truthful, direct advertising an efficient aid to business and should pledge himself:

1. To study carefully his proposition and his field to find out what kind of advertising applies. The reason for every advertising failure is that the right kind of advertising and its proper application for the particular product and market were not used. The only forms of advertising which are best for any purpose are those which produce the most profit.
2. To bring direct advertising to the attention of concerns who have never realized its possibilities. Many concerns do not advertise because they do not know that advertising can be started at small expense. They confuse advertising with expensive campaigns and hesitate to compete with others already doing general publicity.
3. To determine the different ways in which direct advertising can be used to effectively supplement other

forms of advertising and to so study the other forms used that the direct advertising may become a component part of the entire publicity plan.

4. To study the special advantages of direct advertising such as individuality, privacy of plan, facility for accompanying with the advertisement samples, postals, return envelopes, inquiry or order blanks, ability to reach special groups or places, personal control of advertising up to the minute of mailing, and other recognized advantages.
5. To strengthen the bond between manufacturer and dealer by encouraging the manufacturer to prepare direct advertising matter for the dealer, so well printed with his name, address, and business card as to make him glad to distribute it, providing always the cost of special imprinting is in proportion to the benefits to be derived.
6. To take advantage of the opportunity to test out letters and literature on a portion of a list before sending them out to the entire list. Wherever it is possible for an advertiser to approximate in advance his returns from his advertising he has made his advertising more efficient. Direct advertising makes this possible. Testing out direct advertising campaigns in advance does much to remove the element of chance.
7. To consider inquiries as valuable only as they can be turned into sales. An inquiry is a means to an end — not an end in itself. The disposition to consider cost per inquiry instead of cost per sale has led many a firm to false analysis.

8. To give the mailing list its proper importance. Many advertisers use poorly prepared mailing lists, which are compiled in a careless, haphazard manner, and never take the trouble to check them up or expand them. Mailing lists should be constantly revised. Poor lists and old lists cost money in two ways; one by missing good prospects and thereby losing sales and the other by money spent on useless names.
9. To encourage the use of direct advertising as an educational factor within their organizations with sales forces and dealers. Many concerns have raised their standards of efficiency through the use of letters, house organs, bulletins, mailing cards, folders, etc.
10. To champion Direct Advertising in the right way. General Publicity and Direct Advertising are two servants of business and each has its place and its work to do. No form of advertising should ever attack another form of advertising as such.

HOMER J. BUCKLEY,
Chicago, Ill.

O. H. CHAMBERLAIN,
Chicago, Ill.

DIRECTORIES

The publisher of a directory should dedicate his best efforts to the cause of Business Uplift and Social Service, and to this end should pledge himself:

1. To consider, first, the interests of the user of the book.
2. To subscribe to and work for Truth, Honesty, and Accuracy in all departments.

3. To avoid confusing duplication of listings, endeavoring to classify every concern under the one heading that best describes it, and to treat additional listings as advertising, to be charged for at regular rates.
4. To increase public knowledge of what directories contain; to study public needs and make directories to supply them; to revise and standardize methods and classifications, so that what is wanted may be most easily found, and the directory be made to serve its fullest use as a business and social reference book and director of Buyer to Seller.
5. To decline any advertisement which has a tendency to mislead or which does not conform to business integrity.
6. To solicit subscriptions and advertising solely upon the merits of the publication.
7. To avoid misrepresentation by statement or inference regarding circulation, placing the test of reference publicity upon its accessibility to seekers, rather than on the number of copies sold.
8. To coöperate with approved organizations and individuals engaged in creative advertising work.
9. To avoid unfair competition.
10. To determine what is the highest and largest function of directories in public service, and then to strive in every legitimate way to promote that function.

WILSON H. LEE,
New Haven.

G. DE W. MARCY,
Boston.

GENERAL ADVERTISERS

Realizing our obligation and responsibility to the public, to the seller of advertising service, the advertising agent and our own organization, we, as general advertisers, pledge ourselves as follows:

1. To consider the interests of the public foremost, and particularly that portion thereof which we serve.
2. To claim no more, but if anything a little less, in our advertising than we can deliver.
3. To refrain from statements in our advertising which, through actual misrepresentation, through ambiguity, or through incompleteness, are likely to be misleading to the public or unjust to competitors.
4. To use every possible means not only in our own individual advertising, but by association and co-operation, to increase the public's confidence in advertised statements.
5. To refrain from attacking competitors in our advertising.
6. To refrain from imposing upon the seller of advertising service unjust, unreasonable, and unnecessarily irksome requirements.
7. To furnish to publishers, when requested, technical information which will help them keep reading pages and advertising columns free from misstatements.
8. To refrain from and discourage deceptive or coercive methods in securing free advertising, and to

do everything possible to aid the publisher to keep his columns free and independent.

9. To require standards for ourselves equal to those we set for others.

O. C. HARN,
New York.

HARRY TIPPER,
New York.

MAGAZINES

We believe the magazine publisher is a trustee of the millions of homes whose entertainment and cultivation he strives to promote, and we therefore set up the following standards in the light and obligation of his trusteeship:

1. We commit ourselves, without reservation, to the Truth emblem of the A. A. C. of W.
2. We commit ourselves to ceaseless vigilance to see that every advertisement we publish shall measure up to that Truth emblem.
3. We commit ourselves to stand at all times for clean and wholesome editorial and text matter and free from advertising influence.
4. We commit ourselves to our advertisers and agents to maintain an absolute uniformity of advertising rates.
5. We commit ourselves to definite statements and to independent audits showing the quantity and distribution of our circulation.
6. We commit ourselves to maintaining the highest standards of character and capacity in appointing advertising agents.
7. We commit ourselves to continued opposition to

free press bureaus and other agents for free publicity.

8. We commit ourselves to consider all matter for the publication of which we accept payment as advertising matter, and to so mark it that it will be known as such.
9. We commit ourselves to continue to give our constant attention to the physical presentation of advertising, in the way of paper, press work, and general typographical excellence to the end that advertising may secure its highest possible efficiency.
10. We commit ourselves to fair and friendly competition both toward our fellow periodical publishers and toward all other competitors selling legitimate advertising of whatever form.
11. We commit ourselves to work always with increasing zeal to do everything in our power to advance the cause of advertising as the great modern servant of the business world and of the general public.

LEE W. MAXWELL,
New York.

H. R. REED,
New York.

GENERAL ADVERTISING AGENTS

Realizing the increased responsibilities of the general advertising agent, due to the enlarged scope and requirements of modern agency service, every agent should use his best efforts to raise the general Standards of practice, and should pledge himself:

1. To first recognize the fact that advertising, to be efficient, must deserve the full confidence and re-

spect of the public, and, therefore, to decline to give service to any advertiser whose publicity would bring discredit on the printed word.

2. To recognize that it is bad practice to unwarrantably disturb the relations between a client and an agent who is faithfully and efficiently serving such client.
3. To permit no lowering of maximum service through accepting any new client whose business is in direct competition with that of a present client without the full knowledge of both parties.
4. To avoid unfair competition, resolve to carry into practice the equitable basis of "one-price-for-all" and determine that the minimum charge for service be the full commission allowed to recognized agencies, and that no rebates, discounts, or variations of any kind be made, except those regularly allowed for cash payments, and such special discounts as may be generally announced and available to all.
5. To conserve advertising expenditures by making investigation in advance of all conditions surrounding a contemplated campaign, by counseling delay where preliminary work must first be accomplished, and by using every effort to establish the right relation and coöperation between advertising and selling forces.
6. To avoid, in the preparation of copy, exaggerated statements and to discountenance any willful misrepresentation of either merchandise or values.
7. To recommend to all advertising mediums the maintenance of equable and uniform rates to all

advertisers alike and the maintenance of uniform rates, terms, and discounts to all recognized agents alike.

8. To require exact information as to the volume of circulation of any medium used and specific detail as to the distribution of this circulation, both territorially and as to class of readers. In figuring the value of a medium to regard information as to the method of obtaining this circulation and the care in auditing this circulation as an essential consideration in estimating its worth.
9. To discountenance the issuance of agency house organs soliciting or containing paid house advertising from owners of space.
10. To ensure continued progress toward better professional standards, through the appointment of a Standard of Agency Practice Committee, to whom all suggestions shall be referred during the coming year, and who shall report their recommendations at the next annual convention.
11. To cooperate heartily with each division of advertising in its effort to establish better standards of practice.

W. H. JOHNS,
New York City.

O. H. BLACKMAN,
New York City.

HOUSE ORGANS

In order that the house organ shall have a clear field for its development along lines of efficient and practical service in the advertising field, the following Stan-

dards of Practice for House Organs is respectfully recommended:

1. To refuse to give or receive advertisements as favors or concessions, but only for a valuable consideration.
2. To charge, at a fair and profitable rate, for all circulation which does not tend toward directly carrying out the objects and purposes for which the house organ is issued.
3. To decline any advertisement which has a tendency to mislead or which is not otherwise in accord with good business practices.
4. To exchange circulation with other house organ publishers, with the idea and purpose of increasing the effectiveness of house organs generally.
5. To give full credit to those to whom credit is justly due for all subject matter taken from other publications.
6. To promote originality in the make-up and reading matter of the individual house organ.
7. To publish nothing but the truth.
8. To promote the spirit of optimism, thereby making the house organ always a message of good cheer and encouragement.
9. To avoid derogatory references to all competitors.
10. To have it understood and declared that the house organ publisher recognizes the rights and purposes of the respective trade publications, and that the house organ is not to supplant, but to supplement the trade papers.

GEORGE WALKER,
St. Louis.

CLIFFORD D. WALKER,
Mount Clemens, Mich.

NEWSPAPERS

It is the duty of the newspaper :

1. To protect the honest advertiser and the general newspaper reader as far as possible from deceptive or offensive advertising.
2. To sell advertising as a commodity on the basis of proven circulation and the service the paper will render the manufacturer or the merchant; and to provide the fullest information as to the character of such circulation and how procured.
3. To maintain uniform rates, according to classifications, and to present those rates as far as possible in a uniform card.
4. To accept no advertising which is antagonistic to the public welfare.
5. To effect the largest possible coöperation with other newspapers in the same field for the establishment and maintenance of these standards.

ALLEN D. ALBERT, Minneapolis, Minn.

LAFAYETTE YOUNG, Des Moines, Iowa.

ROBT. J. VIRTUE, Chicago, Ill.

EDWARD BODE, Chicago, Ill.

LOUIS WILEY, New York, N. Y.

P. M. WALKER, Fort Smith, Ark.

JOHN T. IMRIE, Toronto, Ontario.

OUTDOOR ADVERTISERS

1. Every outdoor advertising plant must continue to

refuse all misleading, indecent, and illegitimate advertising.

2. Every outdoor advertising plant should refuse all advertising which savors of personal animosity, as ours is strictly an advertising medium.
3. All advertising contracts should be started on date contracted for.
4. Every client should be furnished promptly upon completion of his display with a list showing all locations, and plant owners should at all times assist clients to check displays.
5. Every outdoor advertising plant should be maintained in the best condition possible, both from the standpoint of appearance and stability.
6. All locations for outdoor display should be selected where the traffic is such that it ensures the best circulations for the article advertised.
7. Care should be exercised by every plant owner in the selection of locations so as not to cause friction either with the municipal authorities or the people of the neighborhood.
8. A rule of one-rate-to-all and one high-grade class of service to every advertiser must be rigidly maintained.
9. Every effort should be made to constantly raise outdoor advertising copy to the maximum efficiency in policy, ideas, and execution.
10. Recognizing the great power of our medium, we should use it for the general good by devoting space to matters of general happiness and welfare.
11. We believe in close association among members of

our own branch of advertising to the end that greater efficiency be attained through the interchange of ideas.

12. We believe in hearty coöperation between the outdoor advertising interests and all other legitimate branches of publicity;
13. We believe in the solicitation of business on the basis of respect for the value of all other good media.
14. We believe in dissuading the would-be advertiser from starting a campaign, when, in our judgment, his product, his facilities, his available funds, or some other factor, makes his success doubtful.

O. J. GUDE,
New York.

E. L. RUDDY,
Toronto.

PHOTO-ENGRAVERS

The photo-engraver, realizing the importance of his calling and the influence his products wield upon humanity at large and business in particular, voluntarily sets up the following standards to serve as a guide in his relations with the public and pledges himself to observe them faithfully:

1. Being the interpreter of art and the manufacturer of a sales-producing medium, he commits himself unqualifiedly to truth.
2. To coöperate with all organizations and individuals engaged in uplifting advertising in all its branches.
3. To remove all mystery and misrepresentation surrounding his craft and his products, and to at all

times welcome an opportunity to explain its intricacies to any one interested.

4. To study the requirements of his customer and to give the latter the benefit of his expert experience and advice, so that the buyer of engravings may consider them a sound investment instead of an expense, and profit by their use.
5. To serve the public to the best of his knowledge and ability for a fair remuneration.
6. To know his costs, and to maintain at all times a standard of charges that will honestly cover all costs of service rendered both in the preliminary preparation of work and in its execution and to prohibit all gratuitous service or delivery of value without full compensation.
7. To stand upon the fact that the cost for making photo-engravings is the same for one buyer as for another, and that he who buys to sell again should charge his customer a fee for the value of the service which he individually renders.
8. To avoid the making of false promises and the disappointments and losses connected therewith, and to undertake to do no more than the plant is equipped to handle efficiently.
9. To educate the buyer of engravings in the technical knowledge necessary for him to buy them intelligently and to bring him up to an appreciation of "Quality" in engravings.
10. To stand ready at all times to do his share toward improving not only his own product, but to disseminate knowledge concerning its proper use, to

raise the standard of advertising from the purely materialistic to the artistic and to add to its sales efficiency by all means within his power.

LOUIS FLADER,
Chicago.

GEO. BRIGDEN,
Toronto.

PRINTING

The members of the Department of Printing and Engraving of the Associated Advertising Clubs of the World dedicate their best efforts to business uplift and social service and to this end pledge themselves:

1. To give full value for every dollar received.
2. To charge fair prices, viz., known cost plus a reasonable profit.
3. To subscribe to and work for truth and honesty in business; to avoid substitution, broken promises, unbusinesslike methods.
4. To coöperate in establishing and maintaining approved business ethics.
5. To be original producers and creators, not copyists.
6. To be promotive, looking to the needs of the customer, analyzing his requirements and devising new and effective means for promoting and extending his business.
7. To place emphasis upon quality rather than price, service to the customer being the first consideration.
8. To merit the support of buyers of their produce by living up to the spirit as well as the letter of these standards.
9. To develop, by coöperation with other departments of the Associated Advertising Clubs, an ever-

strengthening bond of union to the end that the service rendered to advertising by the graphic arts may achieve its highest efficiency.

10. To aid in securing just and harmonious relations between employer and employed by establishing honorable conditions of employment.

HENRY D. PORTER,
Boston.

T. E. D. DONNELLY,
Chicago.

RELIGIOUS PUBLICATIONS

Standards of Practice apply equally to all classes of publishers, whether they issue religious or secular journals; but they apply in a very peculiar sense to those who publish religious papers and who should stand for the highest possible ethics; therefore:

1. We believe in truth in the printed word.
2. We believe that religion is the most vital force in the world and that the religious publications should conduct their affairs with a scrupulous desire to measure up to the standards which religion prescribes.
3. We believe that the religious paper should be faithful to its conviction and not allow business expediency to swerve it from its purpose.
4. We believe that religious publications should be kept up to date, editorially and typographically, and sold on their merits.
5. We believe in eliminating personal opinions in the news columns; in being a leader of thought in the editorial columns, that criticism should be constructive.

6. We believe that unreliable or questionable advertising has no place in religious publications.
7. We believe advertisers and advertising agents should be furnished with a verifiable statement of circulation.
8. We believe in discouraging the "Me too" form of advertising solicitation; every publication should stand on its own merits.
9. We believe in lending a hand with all other organizations and individuals engaged in the movement of business integrity.
10. We believe in service — service to God, service to mankind — and that the religious publication is under obligation to encourage all movements for a better mutual understanding among men.

WALTER J. MCINDOE,
New York.

CHARLES STELZLE,
New York.

SAMUEL REIS, Boston.

RETAILERS

Believing that the measure of any business success depends largely upon the good will of the public and the loyalty of one's employees, each head of a retail enterprise will dedicate his best efforts:

1. To demonstrate to those about him the power of the plain straight truth.
2. To educate his employees in ways of courtesy and politeness toward his customers.
3. To realize that the interests of his customers are his own.
4. To permit no misrepresentations on the part of

his employees or in his advertising, knowing that the public confidence he cherishes is certain to be undermined by the careless statements of salespersons and misleading advertisements.

5. To strike out from his advertising and his business all comparative phrases regarding value unless they refer to his own present prices or identical qualities or his own former prices of the current season.
6. To obtain from each newspaper with which he contracts evidence of the number of its subscribers, based upon the number of copies sold, their general character and how this circulation was secured — whether by voluntary subscription, by solicitation, or by premium schemes of any kind.
7. To insist that his advertising finds good association in the “make-up” of the newspapers he patronizes, at least removed from any announcements that are offensive to good taste or of a debasing nature.
8. To urge upon these newspapers the good that will accrue to them, to their advertisers, and to the community at large through rejecting advertisements containing “objectionable copy,” advertising emanating from quacks, schemers, and fake concerns of any kind whatsoever, and especially through advertisements of irresponsible, itinerant merchants who victimize the credulous and depart in time to escape responsibility.
9. To endeavor in a spirit of coöperation with his business associates and those who form the business community in which he is engaged to raise in all

ways the standard of business in his locality and especially the standard of its advertising.

10. And to act in all matters so as to give to his community the coinage of straightforward, business manhood, that his employees may mold themselves in his pattern and reflecting their employer's personality, do honor to him and credit to themselves.

President:

IRVING R. PARSONS,
Chicago.

Secretary-Treasurer:

CYRUS P. BARNHAM,
Minneapolis.

SPECIALTY ADVERTISING MANUFACTURERS

The members of the Specialty Advertising Department of the Associated Advertising Clubs of the World, recognizing the sense of personal responsibility and coöperation as to the spirit of the times, subscribe, in the following Standards of Practice, to their obligations to each other, to the people in their employ, to the advertiser who uses their goods, and to the great consuming public.

1. We recognize that with the rapid advance being made in the appraisal of the value of the advertising mediums, that the interests of the user and the maker of specialties are identical. It is, therefore, our aim to so study the needs of the advertiser that we shall not simply make goods for him, but shall render to him a valuable service.
2. We each pledge ourselves at all times to avoid effort to secure from buyer or seller a contract for either merchandise or service that shall invalidate a similar contract then in force.

3. We pledge ourselves to carefully observe the rights of each other in original ideas, models, and sketches, proposed for specialties, whether these rights are safeguarded by law or not.
4. We pledge ourselves to reject all copies submitted for use on specialties which offend truth, decency, or propriety, so that when an advertiser is justly barred from the use of other mediums he cannot so advertise by means of our product.
5. Inasmuch as most advertising specialties are made to order, we pledge ourselves to employ salesmen only who adhere to truth and to moderation in presenting claims for our goods, thus avoiding any suspicion of misrepresentation, and furthermore, we shall insist that every order shall be made in the factory to conform exactly to sample both in material and workmanship.
6. We pledge ourselves, in the interest of both the salesman and buyer of advertising, to promote in every way possible the conviction that common interest of all concerned rests upon uniform prices and quality, and upon rendering the same service under similar conditions to all users of specialties.
7. We pledge ourselves to maintain proper factory conditions, and to consider and conserve the physical and moral welfare of our employees. It is our desire not simply to follow in this work, but to place each factory devoted to the making of advertising specialties in the front rank of enlightened progress.
8. We, each, pledge ourselves to the adoption as soon

as may be possible of a comprehensive factory and sales cost system to the end that capricious and senseless variations and changes in price may be eliminated in the interest of fair trade and the protection of the advertiser.

9. Finally, we pledge ourselves to hearty coöperation with all other responsible mediums, with every organization and every movement of whatever kind, looking to the real betterment of the advertising business, because it is only by broad coöperation and understanding that the best service can be rendered to the consuming public by whom we are supported, and for whose benefit the business of advertising exists.

CHARLES Q. PETERSON,
Chicago.

THEODORE R. GERLACH,
Joliet, Ill.

LEWELLYN E. PRATT,
New York City.

HENRY B. HARDENBURG,
Brooklyn.

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Up-To-Date Distributor (mo.), House to House Advtg., Cleveland 1,600
Advertising World (mo.), Columbus 2,000
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ONTARIO

- Marketing and Business Advertising* (mo.), Toronto.. 2,000

LIST OF ARTICLES THAT HAVE APPEARED IN *PRINTERS' INK* REGARDING ADVERTISING AS A VOCATION

The following list of articles, relating to advertising as a vocation, was prepared expressly for the study embodied in the present volume by the Research Department of *Printers' Ink*, a leading advertising periodical:

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| How a College Advertising Course May Help. H. H. Franklin. | Page 70, Jan. 27, 1916 |
| What a Young Man Should Know Who Goes Into Advertising. J. B. Powell, Instructor in Advertising, University of Missouri. | Page 45, Jan. 13, 1916 |
| Advertising Course Increases Men's Efficiency. | Page 121, Nov. 25, 1915 |
| Prof. Munsterberg Attempts to Apply Psychology to Advertising. | Page 25, Oct. 21, 1915 |
| Advertising as Business Insurance. (Editorial.) | Page 92, Aug. 19, 1915 |
| Qualities that Make Successful Advertisers. Edward Mott Wooley. | Page 3, July 15, 1915 |
| How Shall Teachers of Advertising Be Guided? Ralph Starr Butler, University of Wisconsin. | Page 111, June 24, 1915 |
| "Uncle" Henry Wilson's Advice to Young Solicitors. Henry D. Wilson, Managing Director International Magazine Co. | Page 83, June 24, 1915 |
| The "Age of Advertising." (Editorial.) | Page 102, May 27, 1915 |

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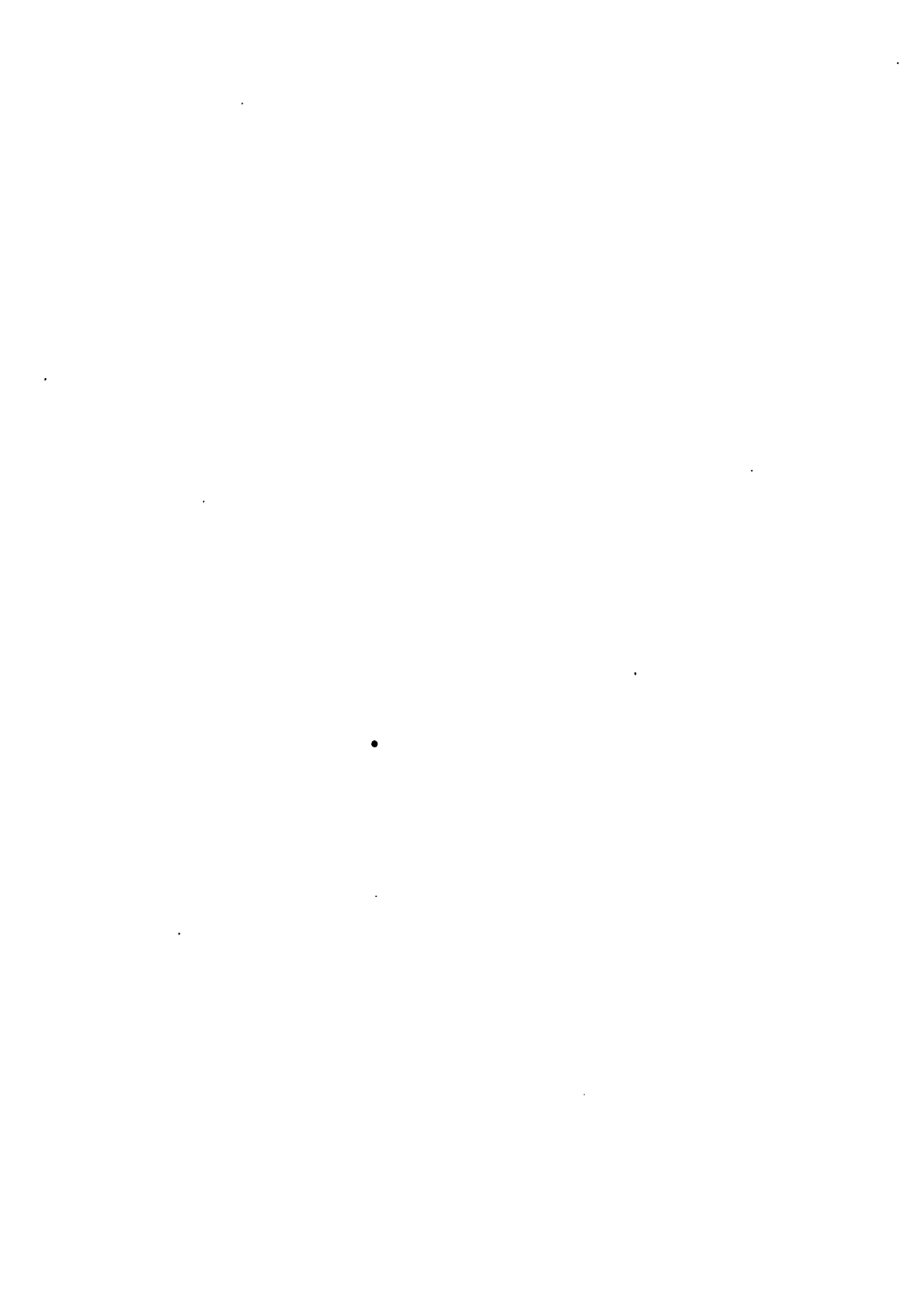
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